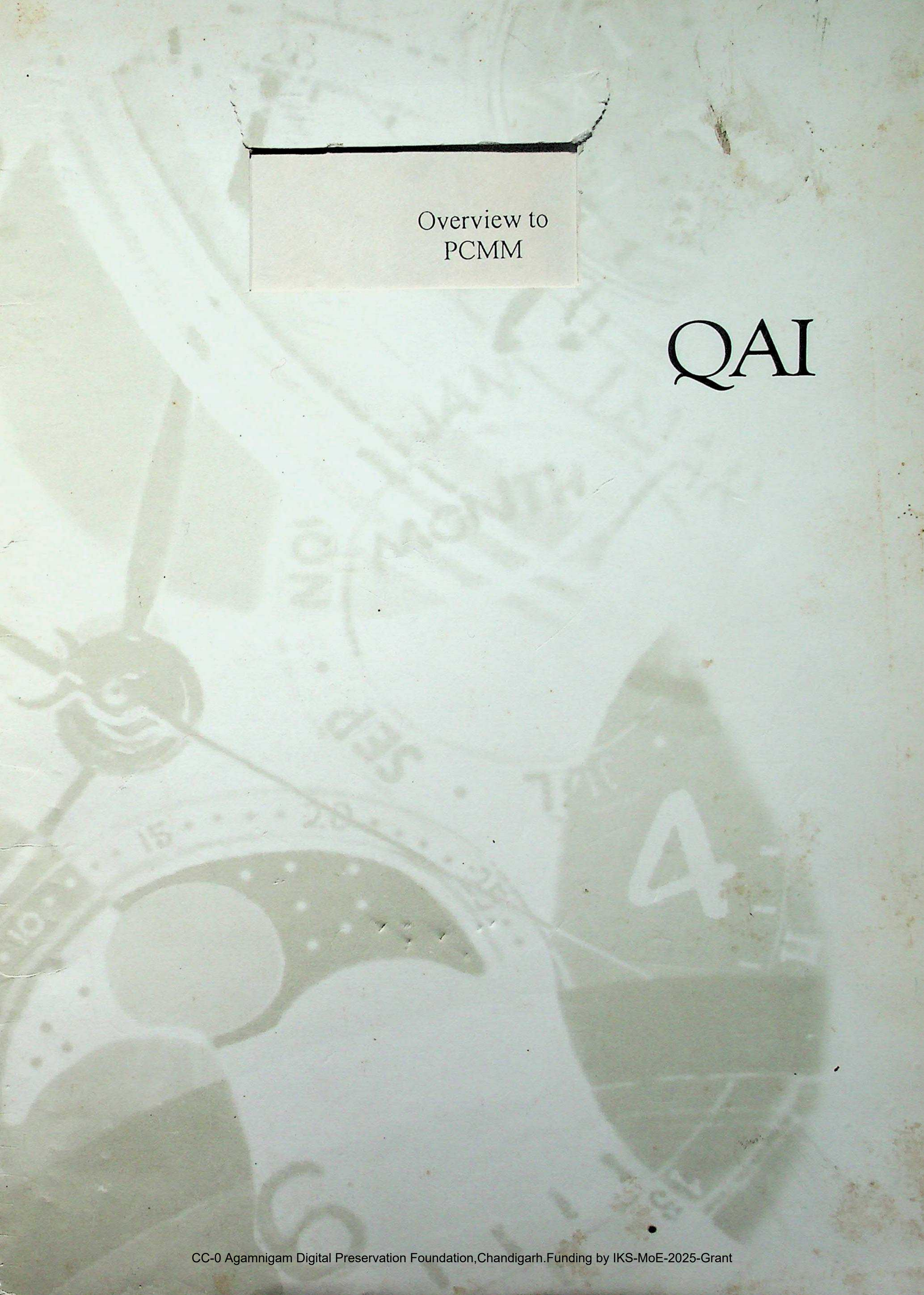

Overview to PCMM

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Overview to
PCMM

People Capability Maturity Model v2.0

A QAI Workshop

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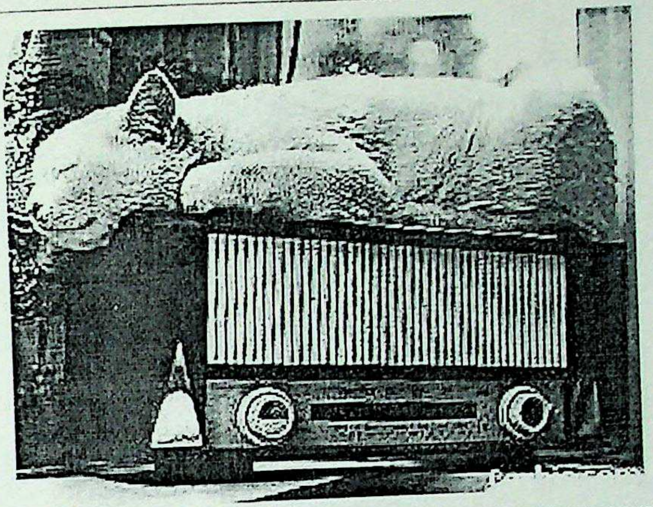
Flashback...



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Barry Boehm, 1981

- "Personnel attributes and human resources activities provide by far the largest sources of opportunity for improving software"

Watts Humphrey, 1989

- "Talented people are the most important element in any software organization"

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Ed Yourdon, 1995

- "The big criticism of the maturity model is that it has ignored people"

Mckinsey (et al), 1999

- "The War for Talent"

NASSCOM, 2003

- "India as a knowledge hub"

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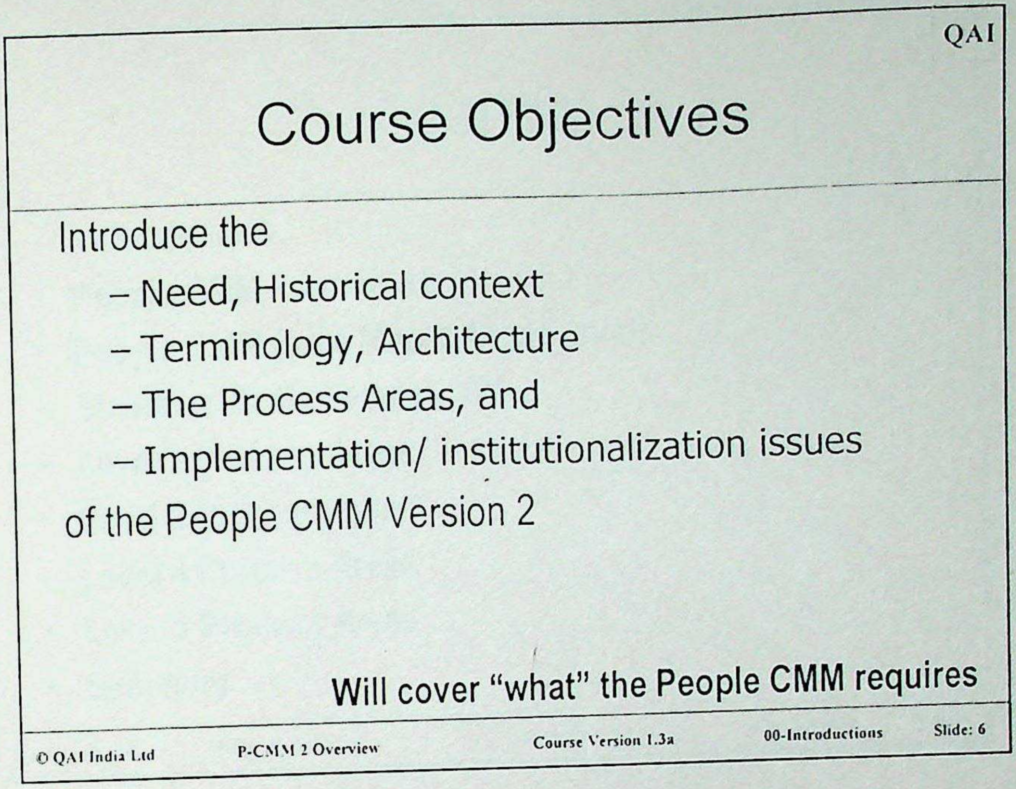
Getting to Know Each Other

- **Name**
- **Company / Group**
- **Role**
- **Expectations**
- **Issues**



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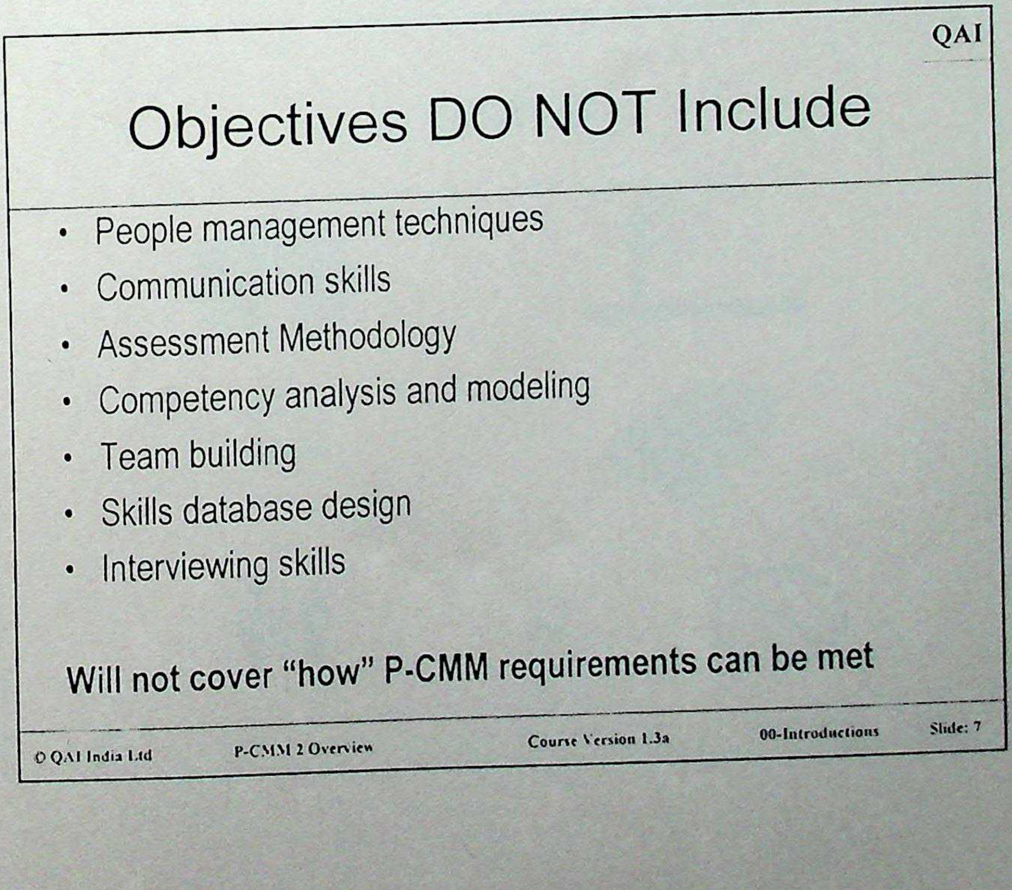
Course Objectives

Introduce the
- Need, Historical context
- Terminology, Architecture
- The Process Areas, and
- Implementation/ institutionalization issues

of the People CMM Version 2

Will cover "what" the People CMM requires



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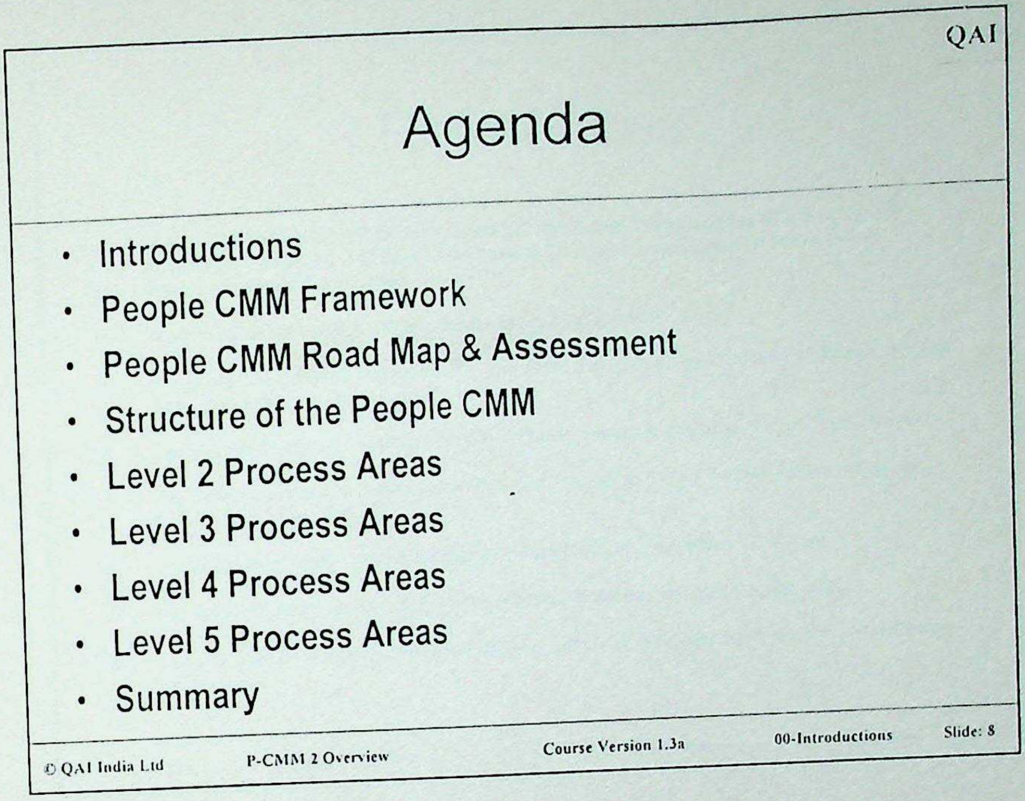
Objectives DO NOT Include

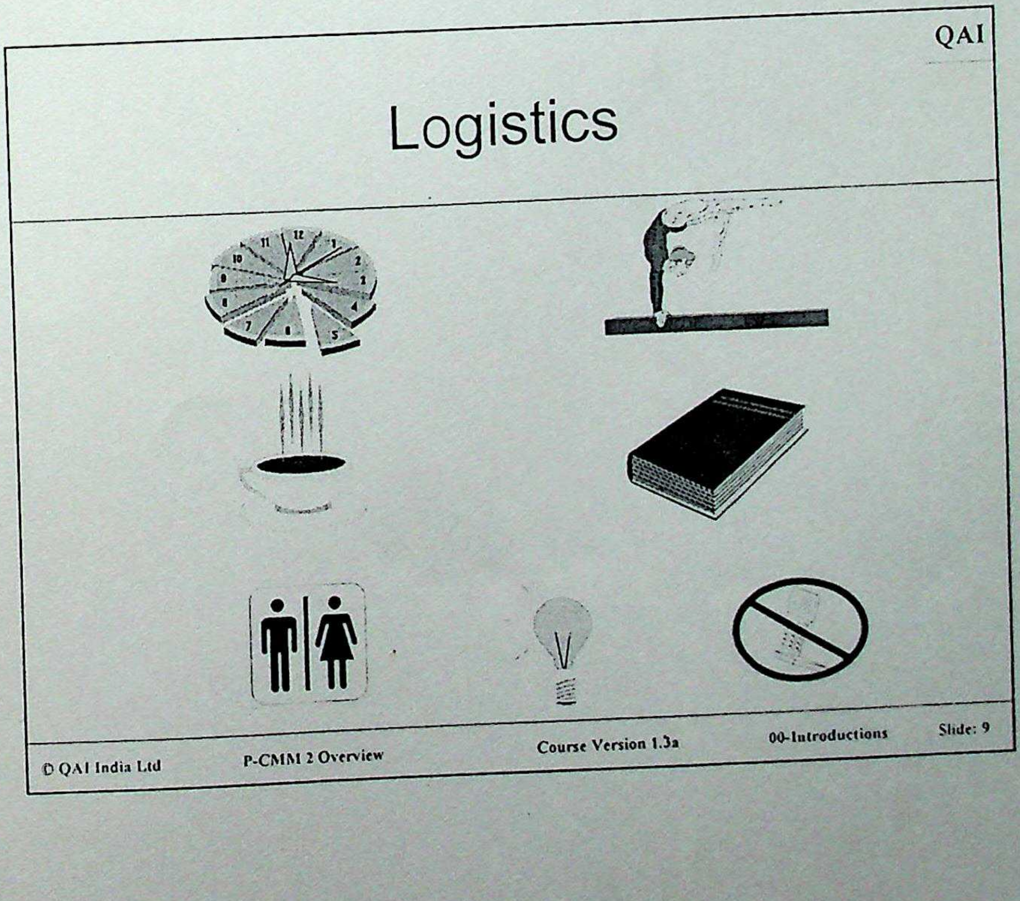
- People management techniques
- Communication skills
- Assessment Methodology
- Competency analysis and modeling
- Team building
- Skills database design
- Interviewing skills

Will not cover "how" P-CMM requirements can be met

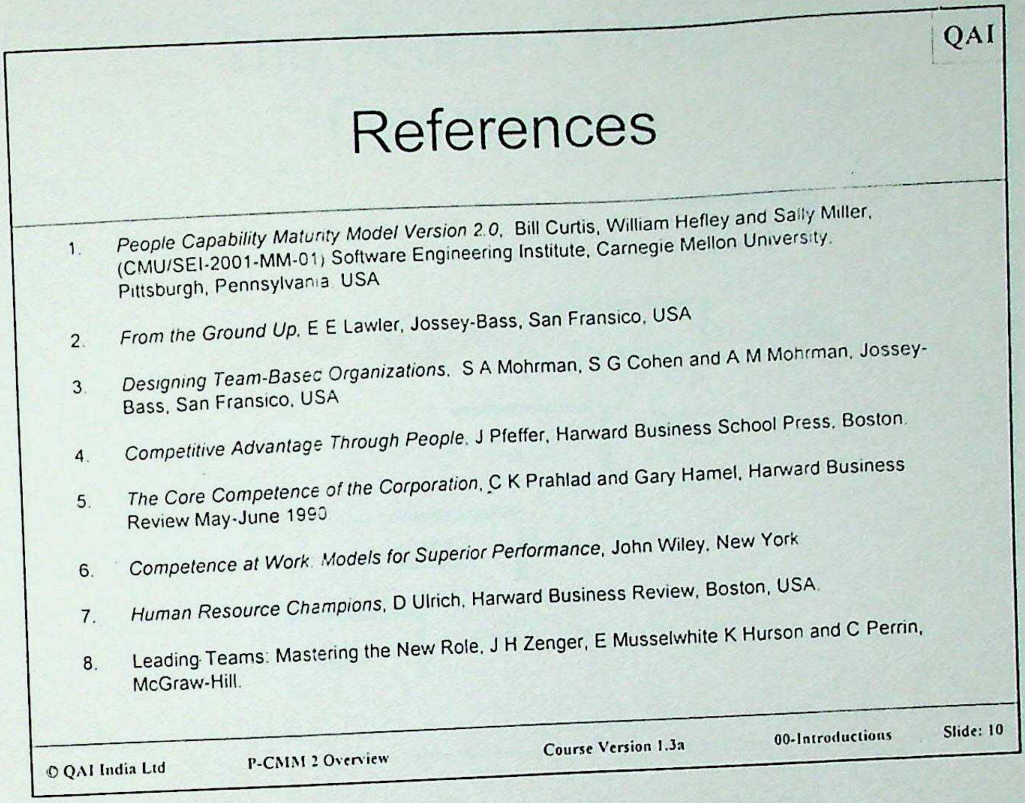


Agenda

- Introductions
- People CMM Framework
- People CMM Road Map & Assessment
- Structure of the People CMM
- Level 2 Process Areas
- Level 3 Process Areas
- Level 4 Process Areas
- Level 5 Process Areas
- Summary



Logistics



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2. *From the Ground Up*, E E Lawler, Jossey-Bass, San Fransico, USA
3. *Designing Team-Based Organizations*, S A Mohrman, S G Cohen and A M Mohrman, Jossey-Bass, San Fransico, USA
4. *Competitive Advantage Through People*, J Pfeffer, Harward Business School Press, Boston.
5. *The Core Competence of the Corporation*, C K Prahlad and Gary Hamel, Harward Business Review May-June 1990
6. *Competence at Work: Models for Superior Performance*, John Wiley, New York
7. *Human Resource Champions*, D Ulrich, Harward Business Review, Boston, USA.
8. Leading Teams: Mastering the New Role, J H Zenger, E Musselwhite K Hurson and C Perrin, McGraw-Hill.

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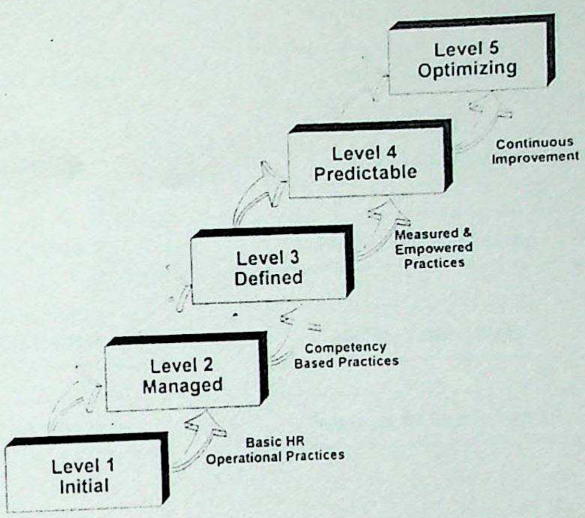
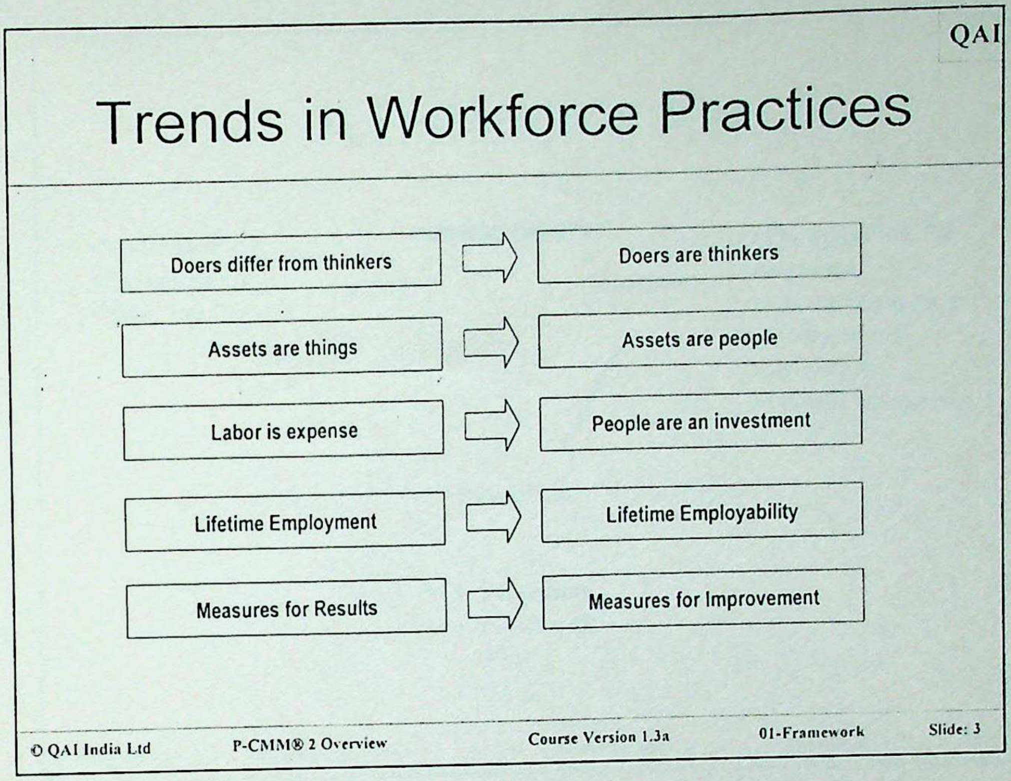
The People CMM® Framework


Level 5
Optimizing
Continuous
Improvement
Level 4
Predictable
Measured &
Empowered
Practices
Level 3
Defined
Competency
Based Practices
Level 2
Managed
Basic HR
Operational Practices
Level 1
Initial

Topics

- Current workforce issues
- Need for People-CMM
- People-CMM Overview
- Global usage patterns
- Value & benefits



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Trends in Workforce Practices

Doers differ from thinkers	⇨	Doers are thinkers
Assets are things	⇨	Assets are people
Labor is expense	⇨	People are an investment
Lifetime Employment	⇨	Lifetime Employability
Measures for Results	⇨	Measures for Improvement

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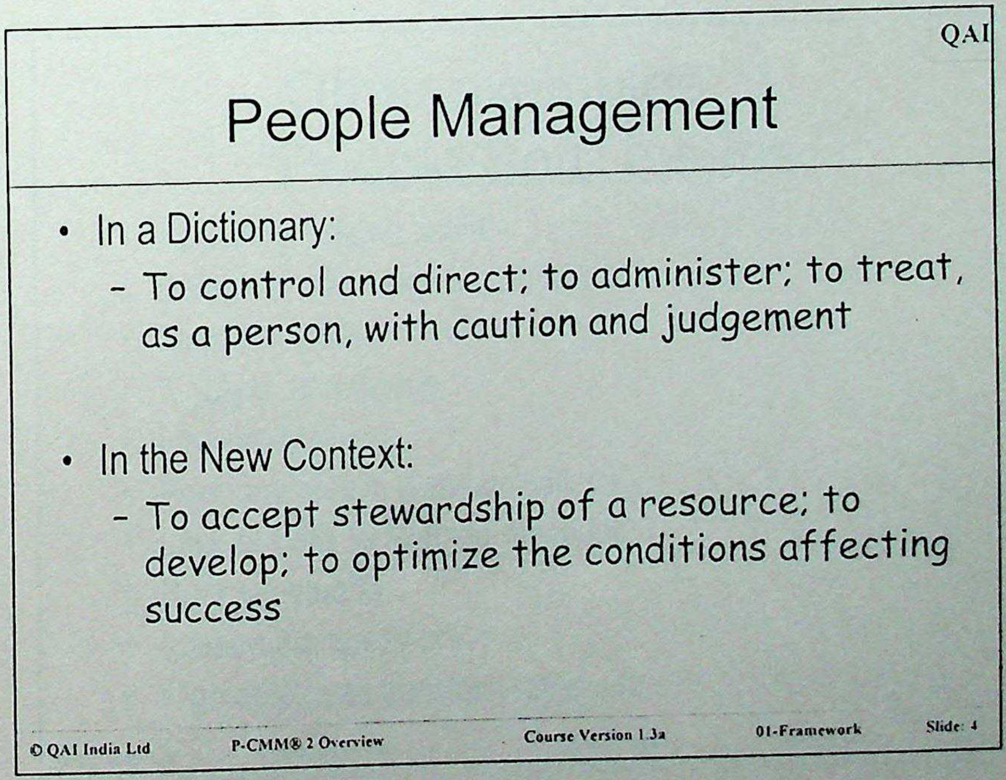

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People Management

- In a Dictionary:
  - To control and direct; to administer; to treat, as a person, with caution and judgement
- In the New Context:
  - To accept stewardship of a resource; to develop; to optimize the conditions affecting success

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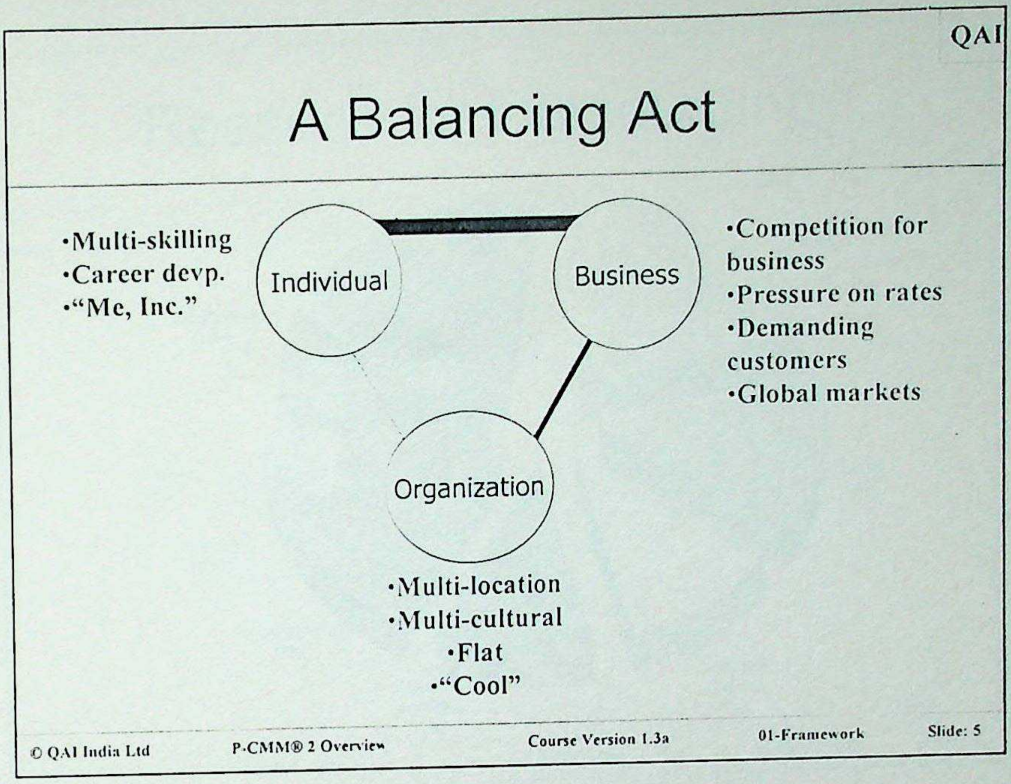

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A Balancing Act

- Multi-skilling
- Career devp.
- "Me, Inc."

- Competition for business
- Pressure on rates
- Demanding customers
- Global markets

- Multi-location
- Multi-cultural
- Flat
- "Cool"

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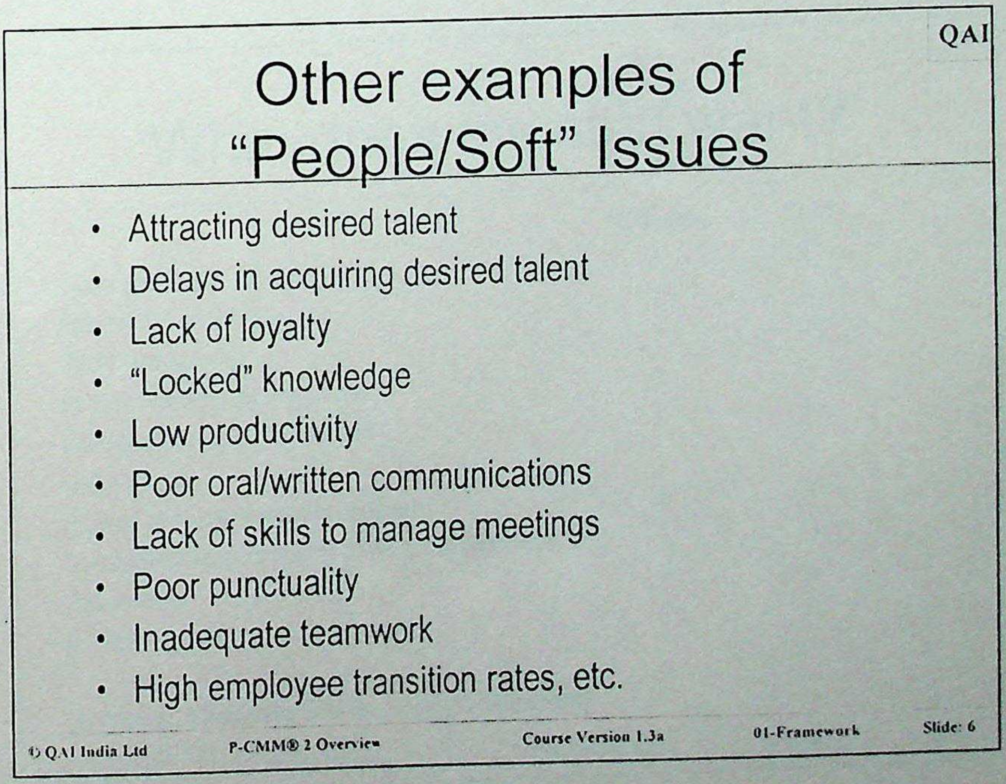

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Other examples of "People/Soft" Issues

- Attracting desired talent
- Delays in acquiring desired talent
- Lack of loyalty
- "Locked" knowledge
- Low productivity
- Poor oral/written communications
- Lack of skills to manage meetings
- Poor punctuality
- Inadequate teamwork
- High employee transition rates, etc.

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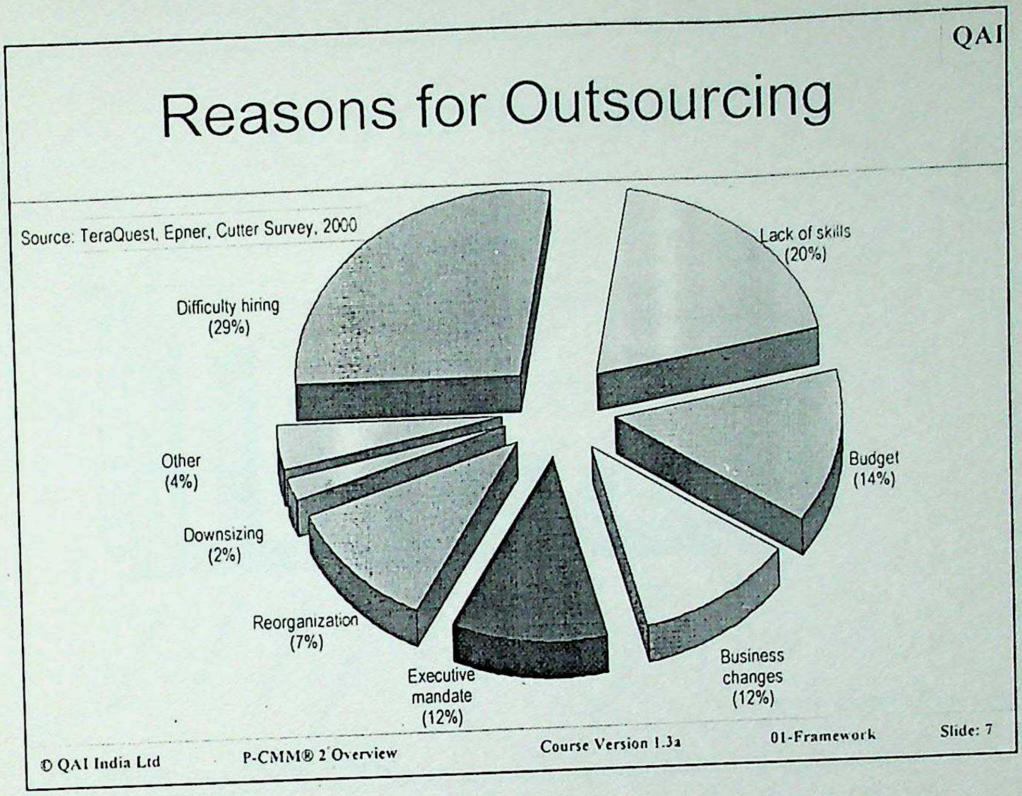

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Reasons for Outsourcing

Source: TeraQuest, Epner, Cutter Survey, 2000

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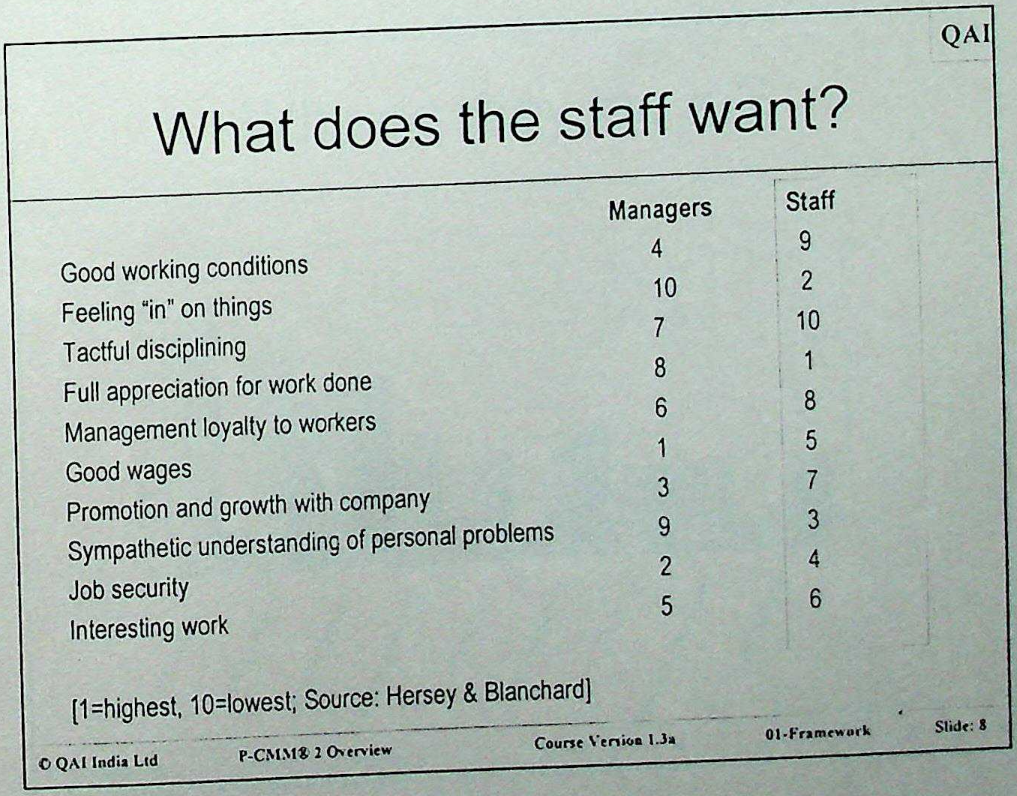

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What does the staff want?

	Managers	Staff
Good working conditions	4	9
Feeling "in" on things	10	2
Tactful disciplining	7	10
Full appreciation for work done	8	1
Management loyalty to workers	6	8
Good wages	1	5
Promotion and growth with company	3	7
Sympathetic understanding of personal problems	9	3
Job security	2	4
Interesting work	5	6

[1=highest, 10=lowest; Source: Hersey & Blanchard]

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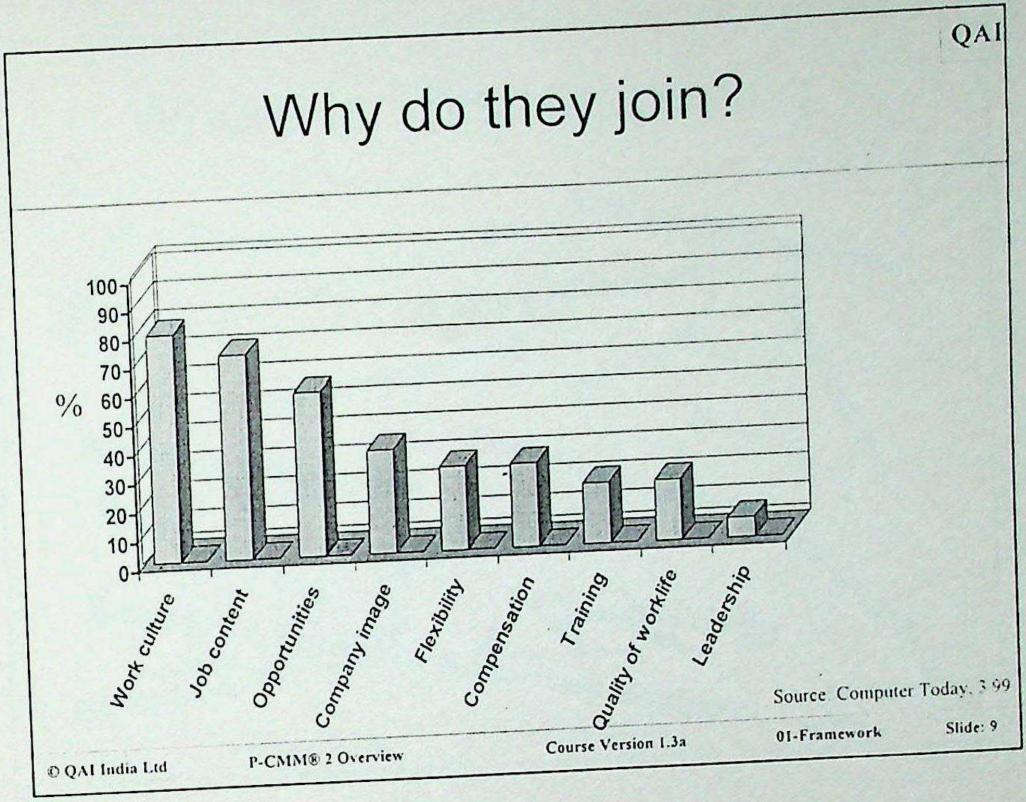

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Why do they join?

Source Computer Today, 3 99

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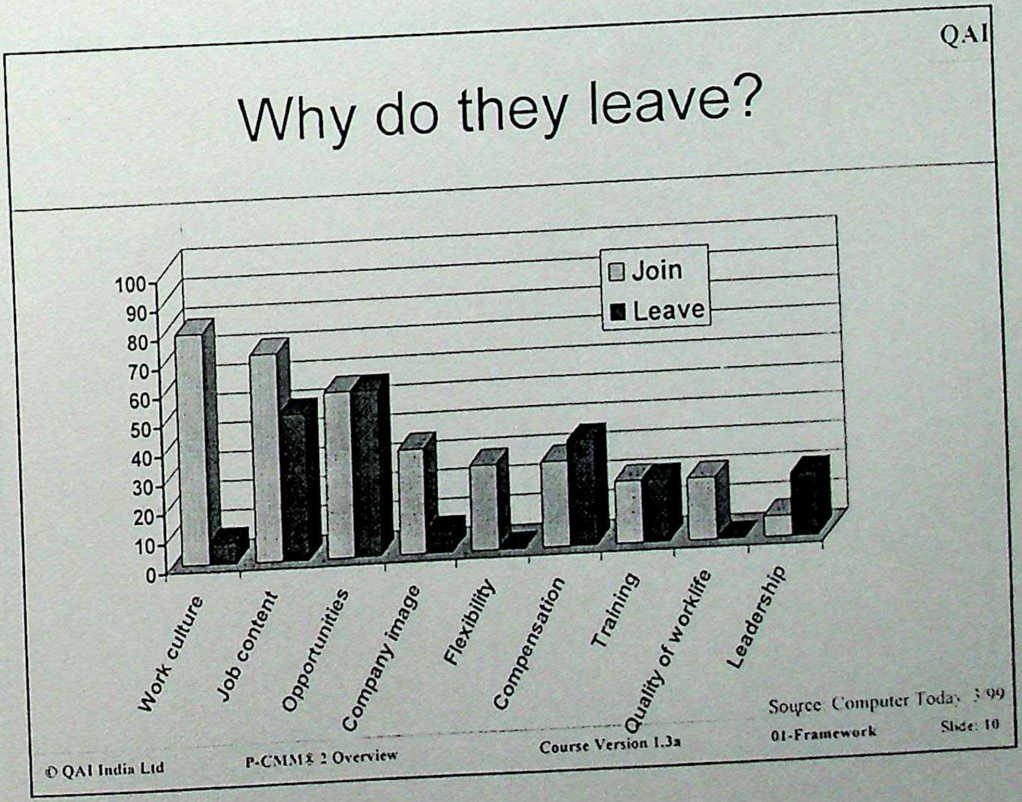

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Why do they leave?

Source Computer Today 3 99

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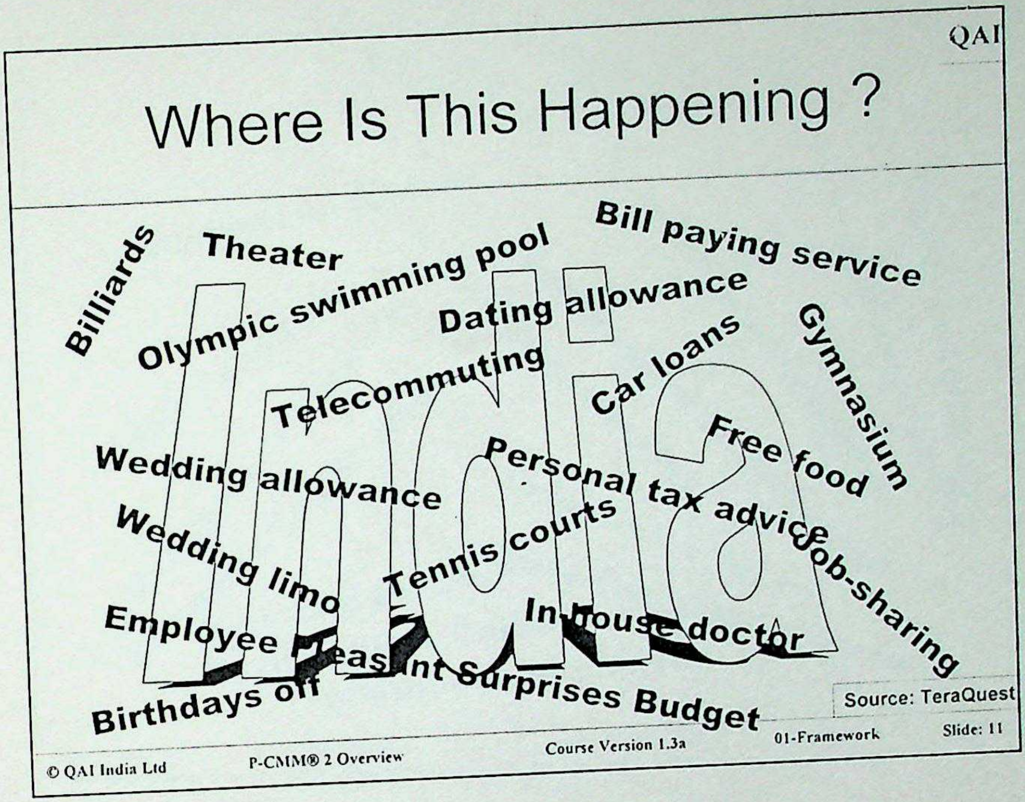

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Where Is This Happening ?

India

Billiards
Theater
Olympic swimming pool
Bill paying service
Dating allowance
Gymnasium
Telecommuting
Car loans
Free food
Wedding allowance
Personal tax advice
Wedding limo
Tennis courts
Job-sharing
In-house doctor
Employee Pleasant Surprises Budget
Birthdays off

Source: TeraQuest

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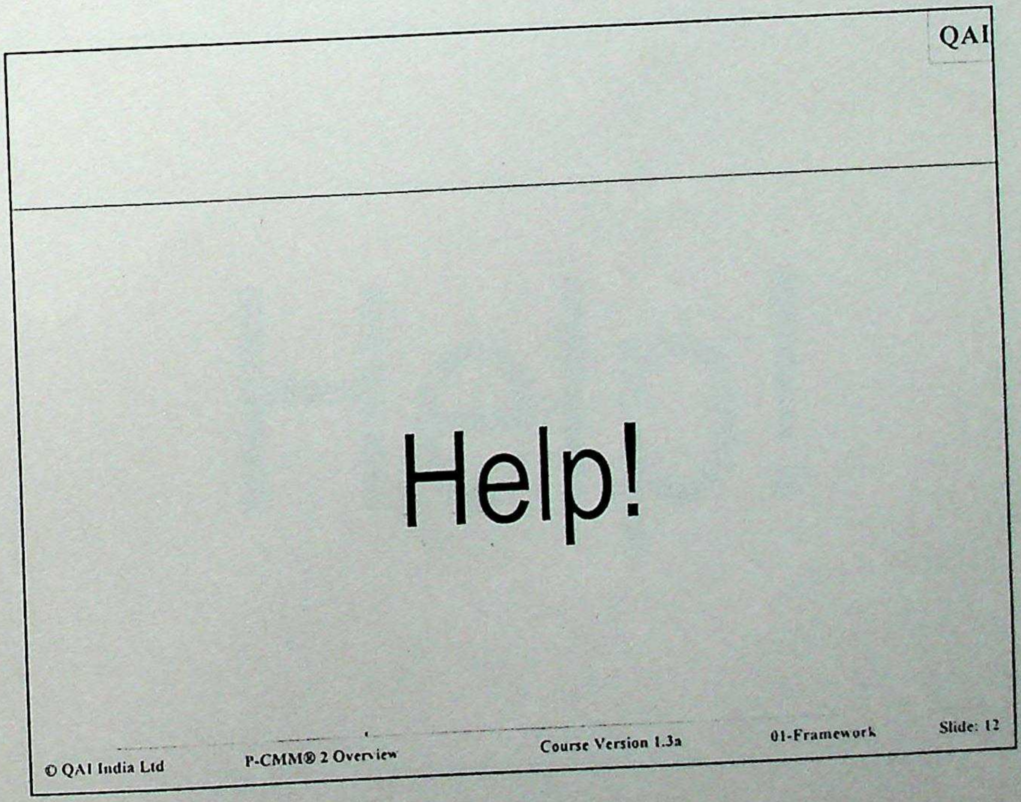

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Help!

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Many “Solutions”

Intellectual Assets

Knowledge Management

Process Reengineering

Career Development

360⁰ Feedback

Managers As Coaches

Core Competencies

Performance Management

Compensation Strategy

Empowered Teams

Work-Life Balance

Cross-Functional Teams

Participatory Culture

Performance Alignment

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Help!

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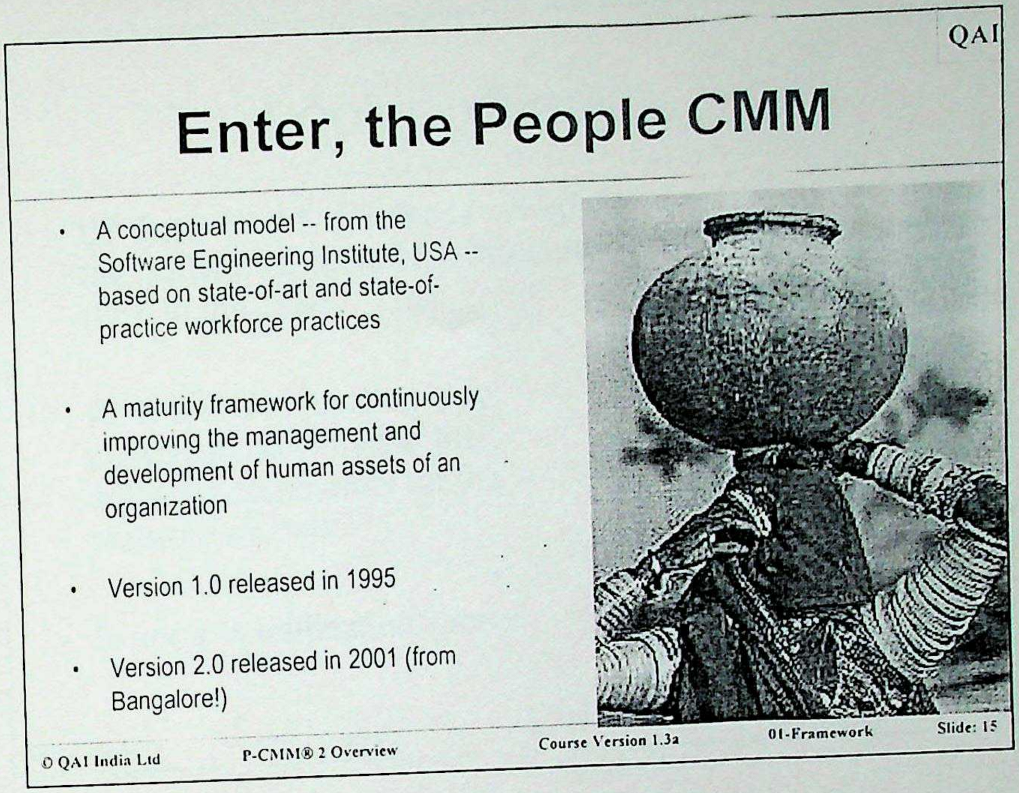

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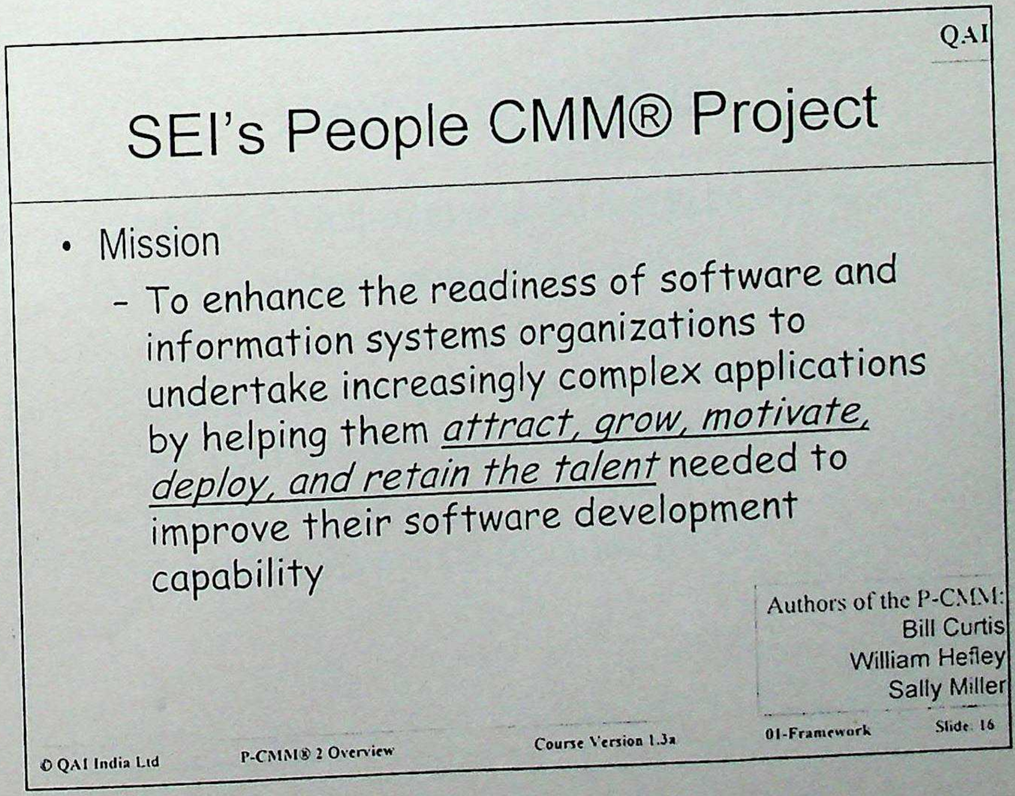
Enter, the People CMM

- A conceptual model -- from the Software Engineering Institute, USA -- based on state-of-art and state-of-practice workforce practices
- A maturity framework for continuously improving the management and development of human assets of an organization
- Version 1.0 released in 1995
- Version 2.0 released in 2001 (from Bangalore!)



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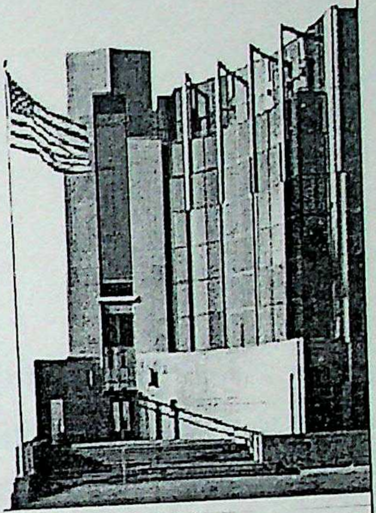
SEI's People CMM® Project

- Mission
  - To enhance the readiness of software and information systems organizations to undertake increasingly complex applications by helping them *attract, grow, motivate, deploy, and retain the talent* needed to improve their software development capability

Authors of the P-CMM:
Bill Curtis
William Hefley
Sally Miller

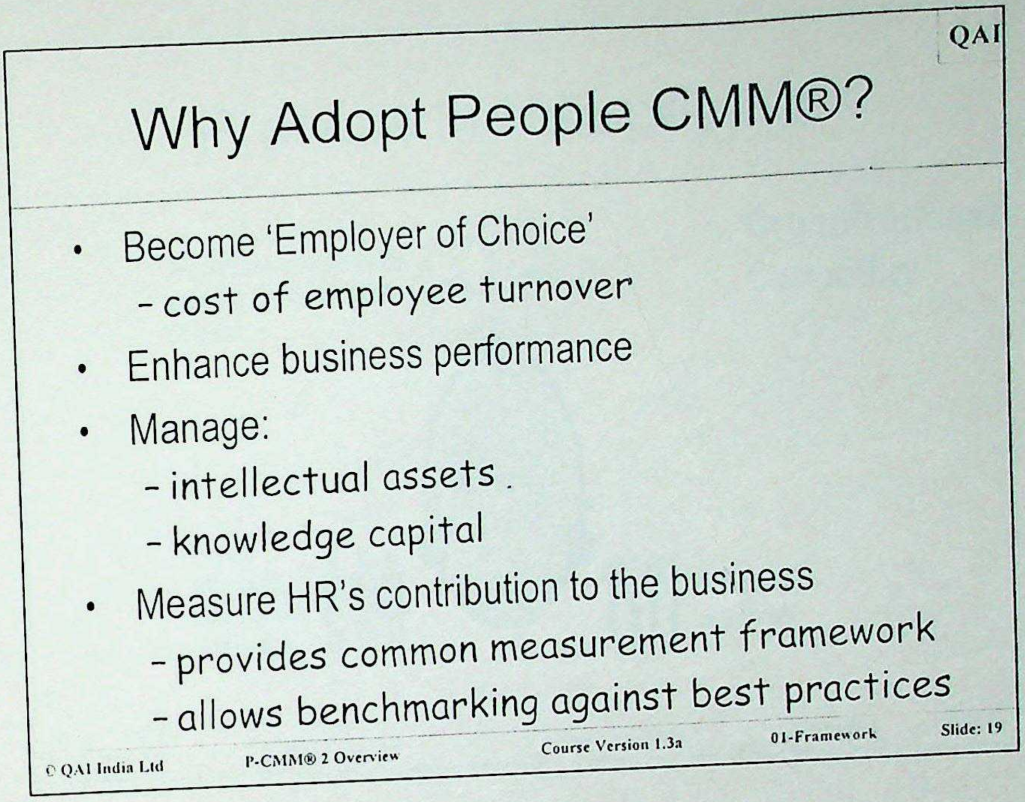
Looking Back….

- US Department of Defense set up the Software Engineering Institute (SEI) in the 1984
- An R & D organization only; custodian on behalf of the software community for the maturity models
- Is not a "Certification" body



History of CMMs

- CMM® v1.0 (Software) was the first to be developed
- Others were developed subsequently:
  - SE (Systems Engineering) CMM®
  - Integrated Product Development CMM™
  - SA (Software Acquisition) CMM™
  - People CMM®
  - CMMI™ (currently SE/SW/IPPD)



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Why Adopt People CMM®?

- Become 'Employer of Choice'
  - cost of employee turnover
- Enhance business performance
- Manage:
  - intellectual assets
  - knowledge capital
- Measure HR's contribution to the business
  - provides common measurement framework
  - allows benchmarking against best practices

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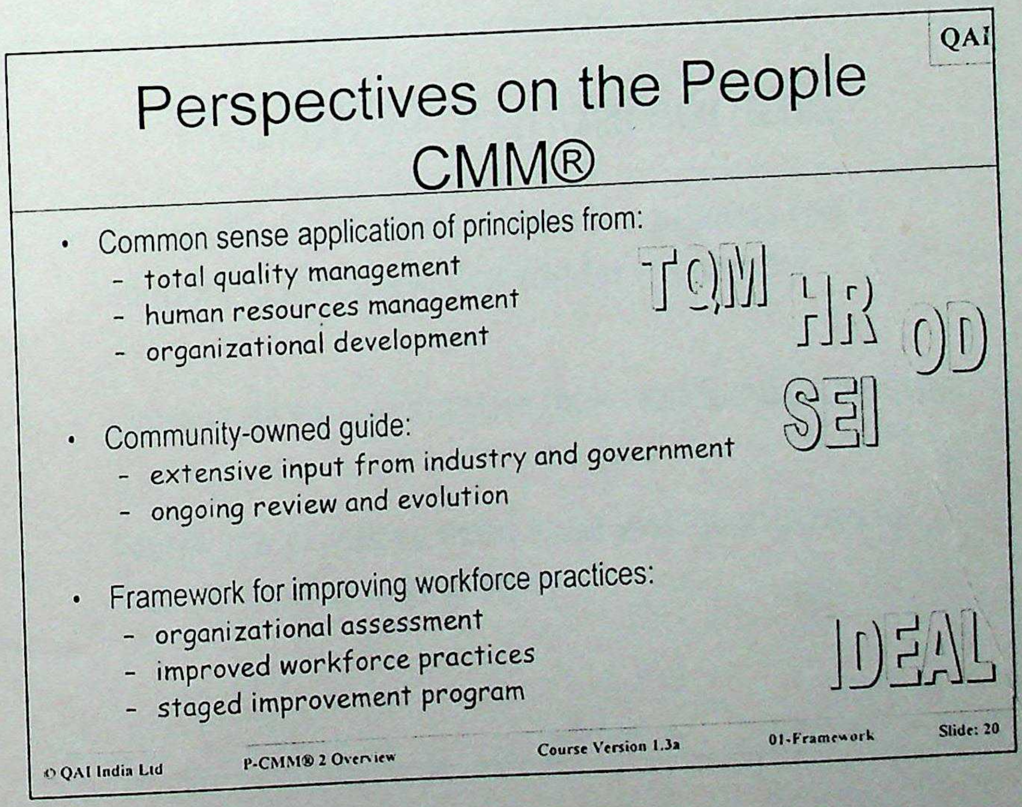
TQM
HR
OD
SEI
IDEAL

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Perspectives on the People CMM®

- Common sense application of principles from:
  - total quality management
  - human resources management
  - organizational development
- Community-owned guide:
  - extensive input from industry and government
  - ongoing review and evolution
- Framework for improving workforce practices:
  - organizational assessment
  - improved workforce practices
  - staged improvement program

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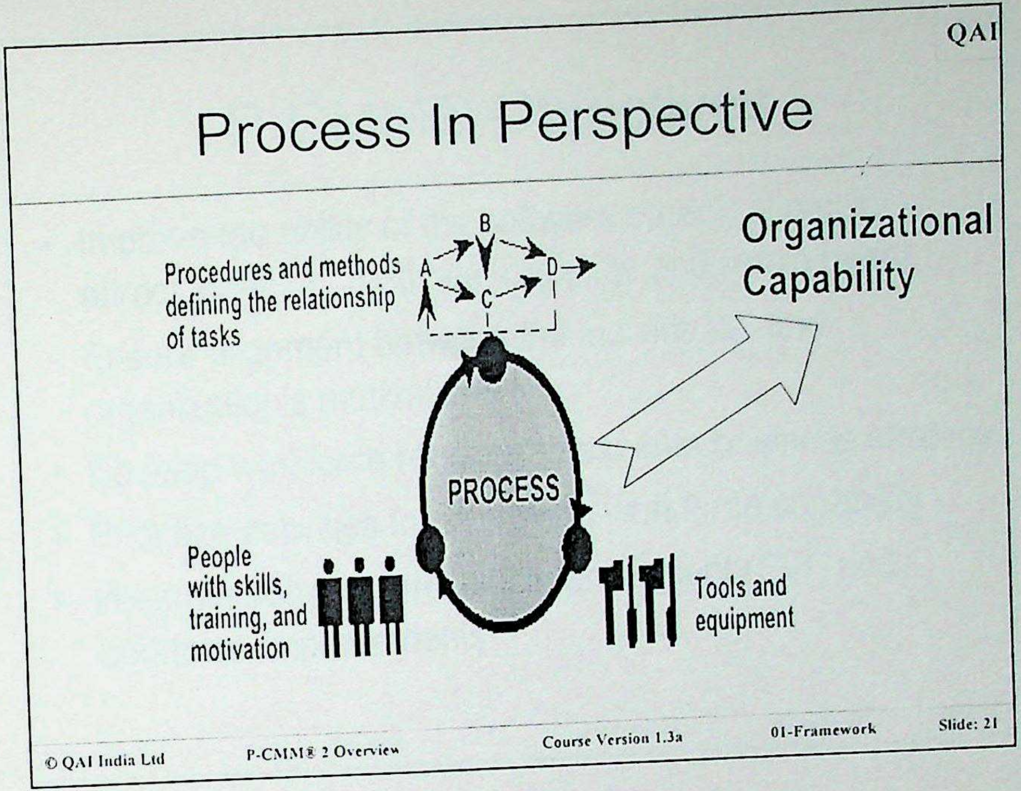

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Process In Perspective

Procedures and methods defining the relationship of tasks

Organizational Capability

People with skills, training, and motivation

Tools and equipment

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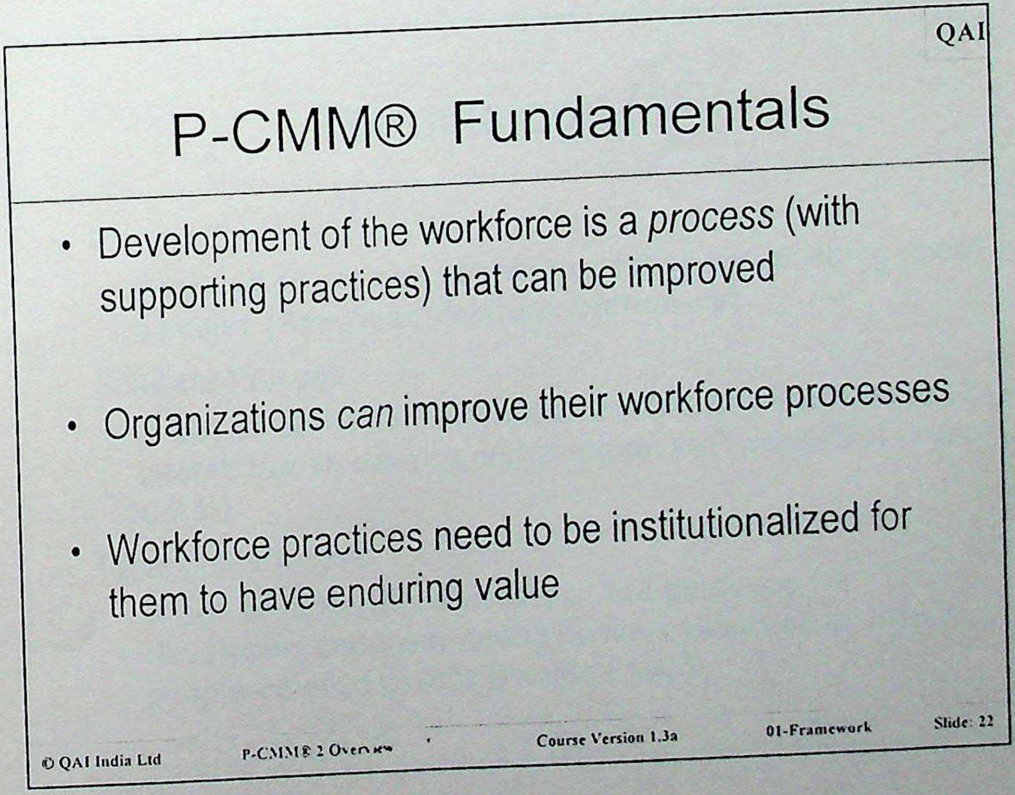

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P-CMM® Fundamentals

- Development of the workforce is a *process* (with supporting practices) that can be improved
- Organizations *can* improve their workforce processes
- Workforce practices need to be institutionalized for them to have enduring value

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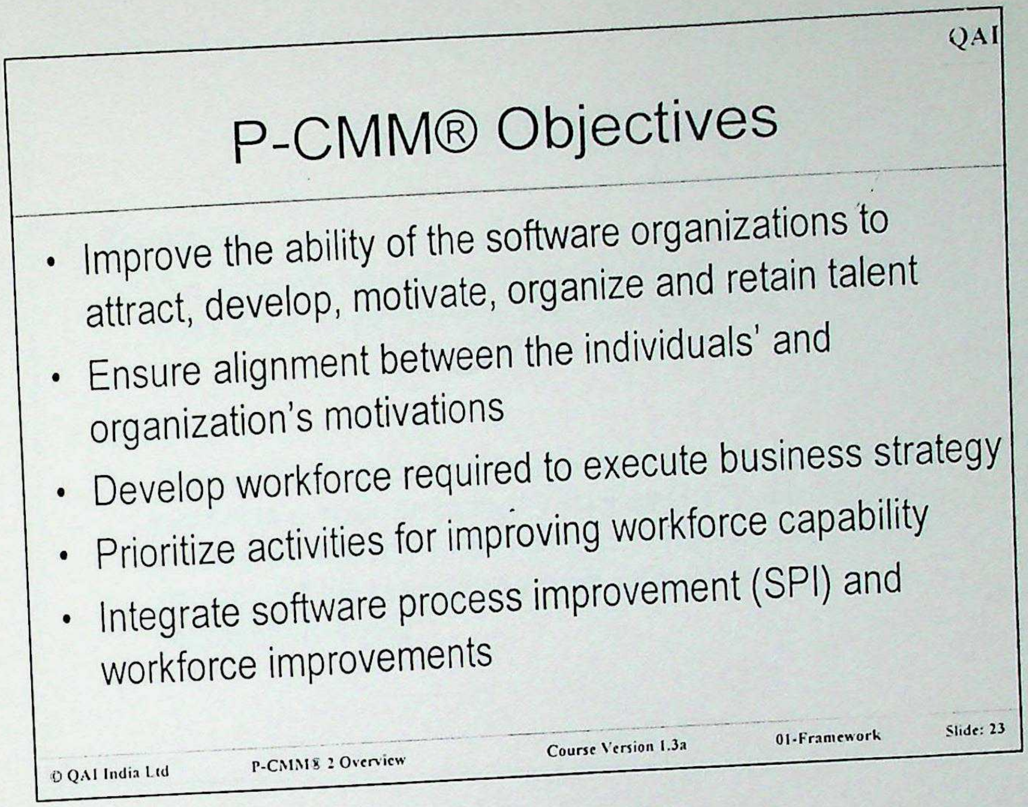

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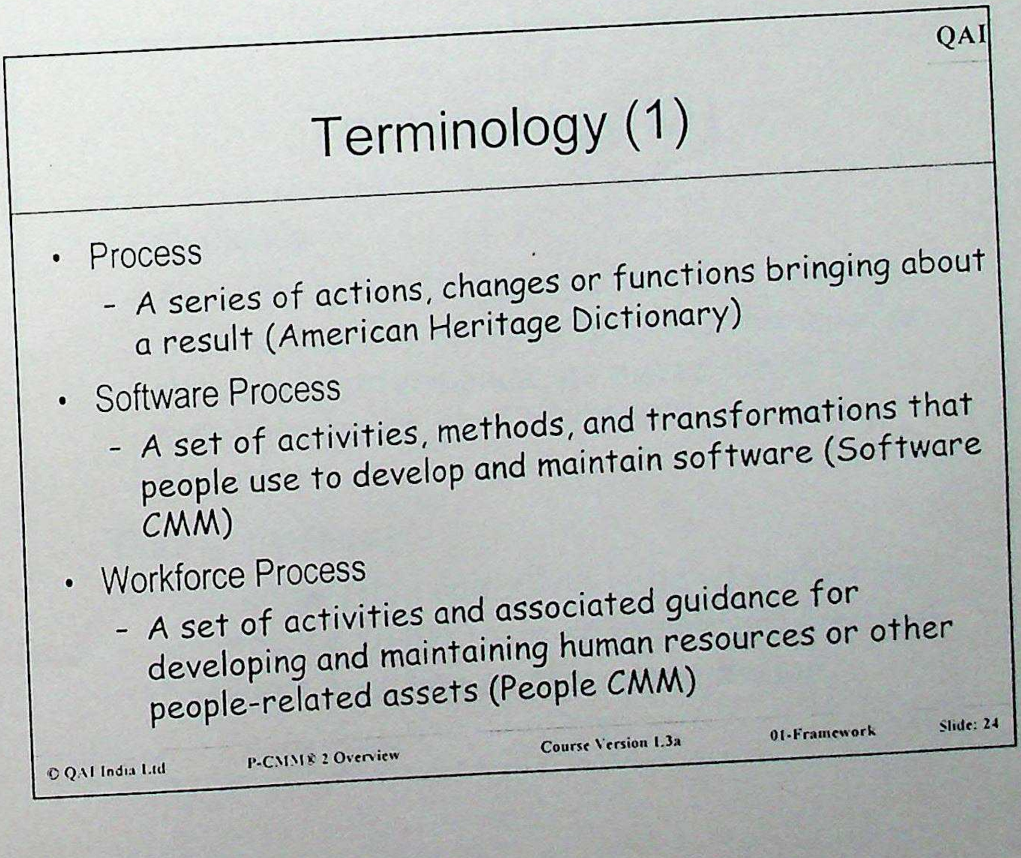
P-CMM® Objectives

- Improve the ability of the software organizations to attract, develop, motivate, organize and retain talent
- Ensure alignment between the individuals' and organization's motivations
- Develop workforce required to execute business strategy
- Prioritize activities for improving workforce capability
- Integrate software process improvement (SPI) and workforce improvements



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Terminology (1)

- Process
  - A series of actions, changes or functions bringing about a result (American Heritage Dictionary)
- Software Process
  - A set of activities, methods, and transformations that people use to develop and maintain software (Software CMM)
- Workforce Process
  - A set of activities and associated guidance for developing and maintaining human resources or other people-related assets (People CMM)

Terminology (2)

- Knowledge
  - The information and understanding that someone must have to perform a task successfully.
- Skills
  - The performance abilities that must be developed to perform a task or activity successfully. Skills may involve behaviors to directly accomplish the task or to support or coordinate with others to help accomplish tasks.

Terminology (3)

- Competency
  - An underlying characteristic of an individual that is causally related to effective and/or superior performance, as determined by measurable, objective criteria, in a job or. situation.
- Core Competency
  - The knowledge and skills needed within the workforce to perform an important/critical business function of the organization.

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Terminology (4)

- Unit
  - A single defined organizational component (e.g., a department, section, or project) within an organization. The term "unit" is used in the P-CMM to refer to any organizational component that is larger than a team, but smaller than the organization.
- Team
  - A group of people who work closely together to achieve shared objectives, work together on tasks that are highly interdependent, and may exercise a level of autonomy in managing their activities in pursuit of those objectives.

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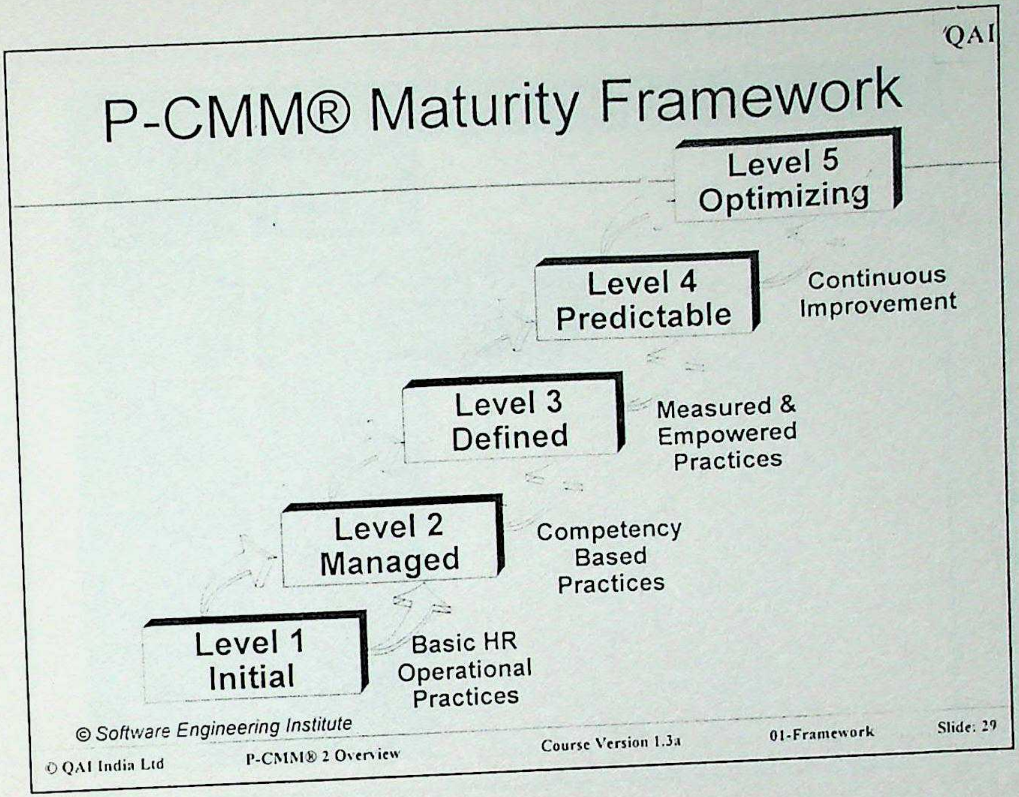
Terminology (5)

- Workforce Capability
  - The capacity of an organization's people assets to be used or developed for a given purpose. A predictor of future results.
- Workforce Performance
  - Actual results obtained when the organizational people assets are deployed.



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P-CMM® Maturity Framework

Level 5 Optimizing

Level 4 Predictable — Continuous Improvement

Level 3 Defined — Measured & Empowered Practices

Level 2 Managed — Competency Based Practices

Level 1 Initial — Basic HR Operational Practices

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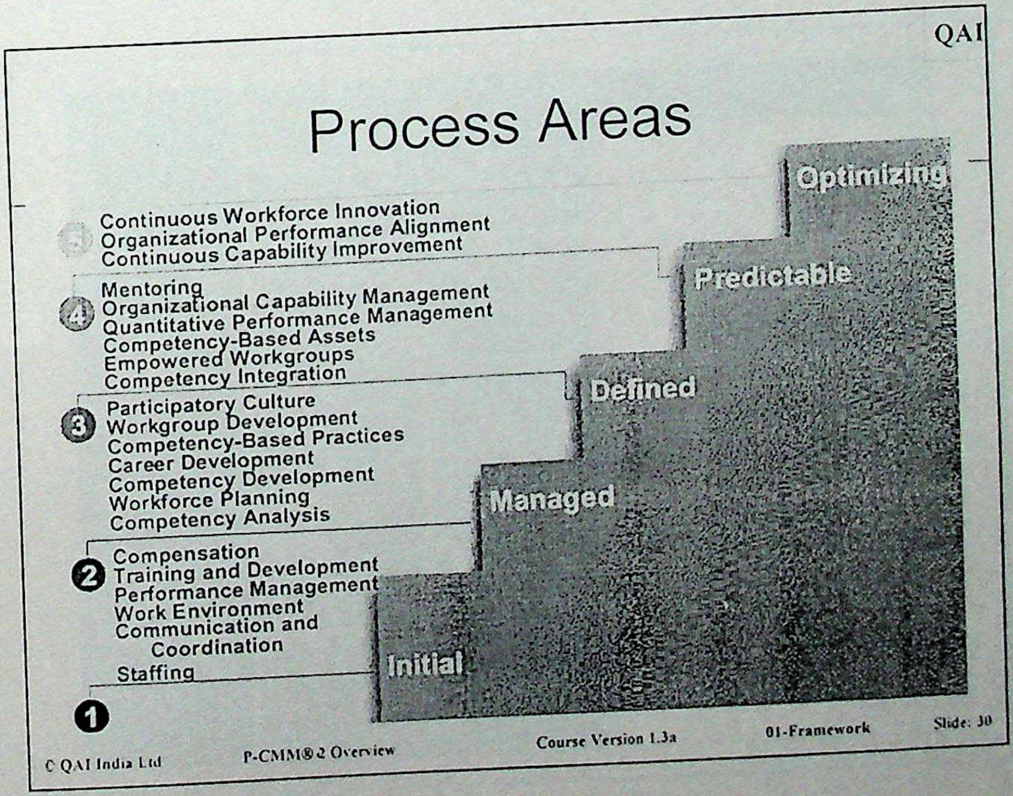

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Process Areas

⑤
- Continuous Workforce Innovation
- Organizational Performance Alignment
- Continuous Capability Improvement

④
- Mentoring
- Organizational Capability Management
- Quantitative Performance Management
- Competency-Based Assets
- Empowered Workgroups
- Competency Integration

③
- Participatory Culture
- Workgroup Development
- Competency-Based Practices
- Career Development
- Competency Development
- Workforce Planning
- Competency Analysis

②
- Compensation
- Training and Development
- Performance Management
- Work Environment
- Communication and Coordination
- Staffing

①

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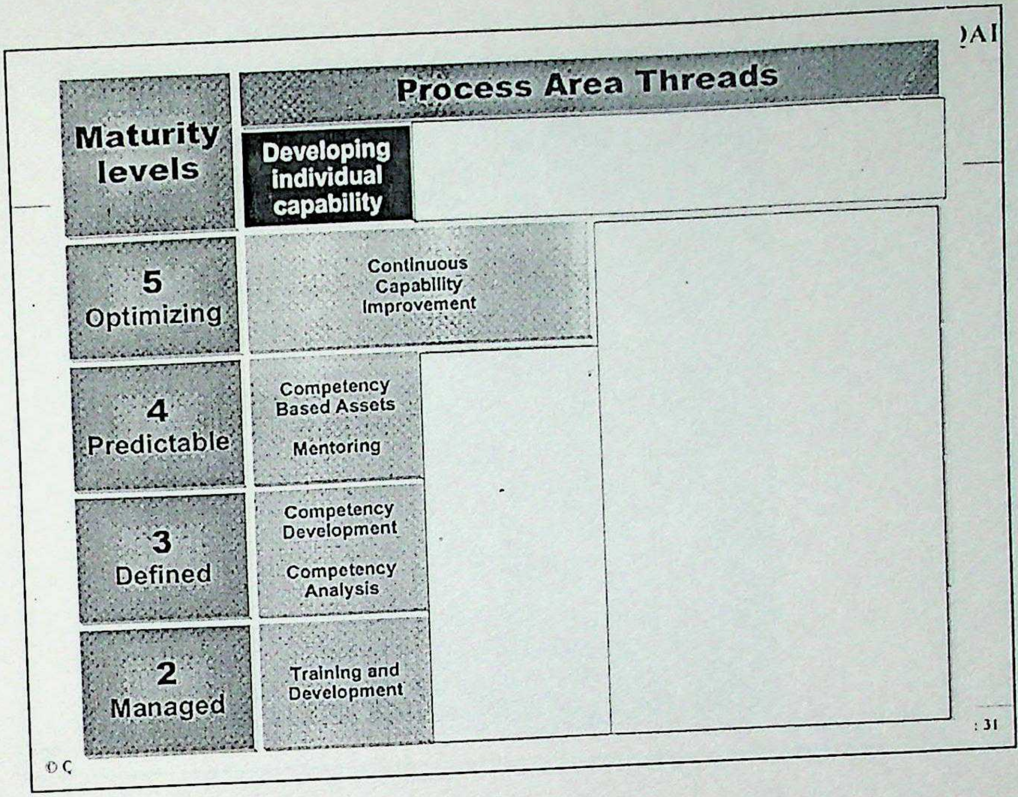

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Process Area Threads

Maturity levels	Developing individual capability
5 Optimizing	Continuous Capability Improvement
4 Predictable	Competency Based Assets Mentoring
3 Defined	Competency Development Competency Analysis
2 Managed	Training and Development

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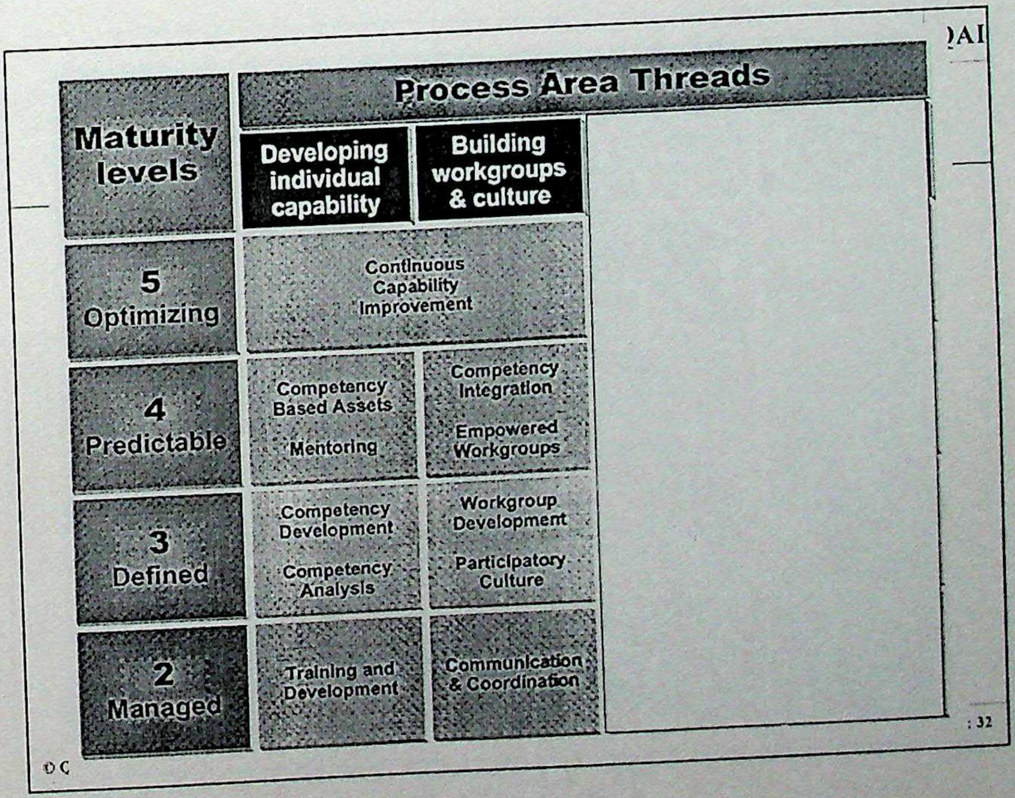

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Process Area Threads

Maturity levels	Developing individual capability	Building workgroups & culture
5 Optimizing	Continuous Capability Improvement	
4 Predictable	Competency Based Assets Mentoring	Competency Integration Empowered Workgroups
3 Defined	Competency Development Competency Analysis	Workgroup Development Participatory Culture
2 Managed	Training and Development	Communication & Coordination

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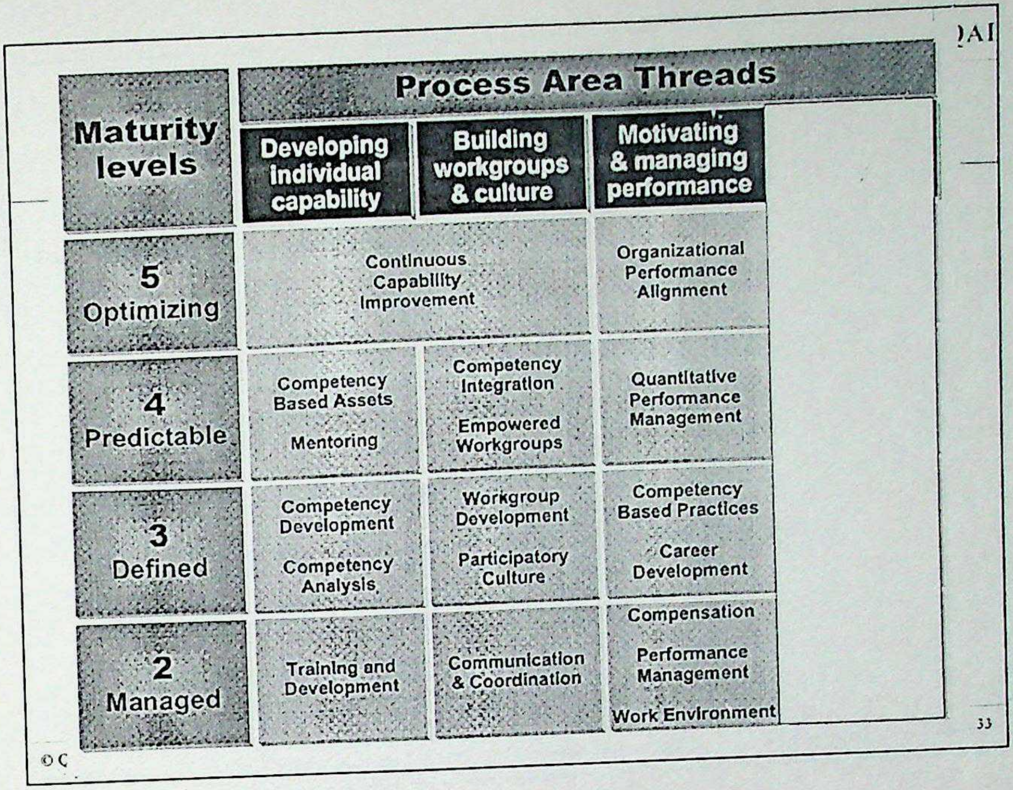
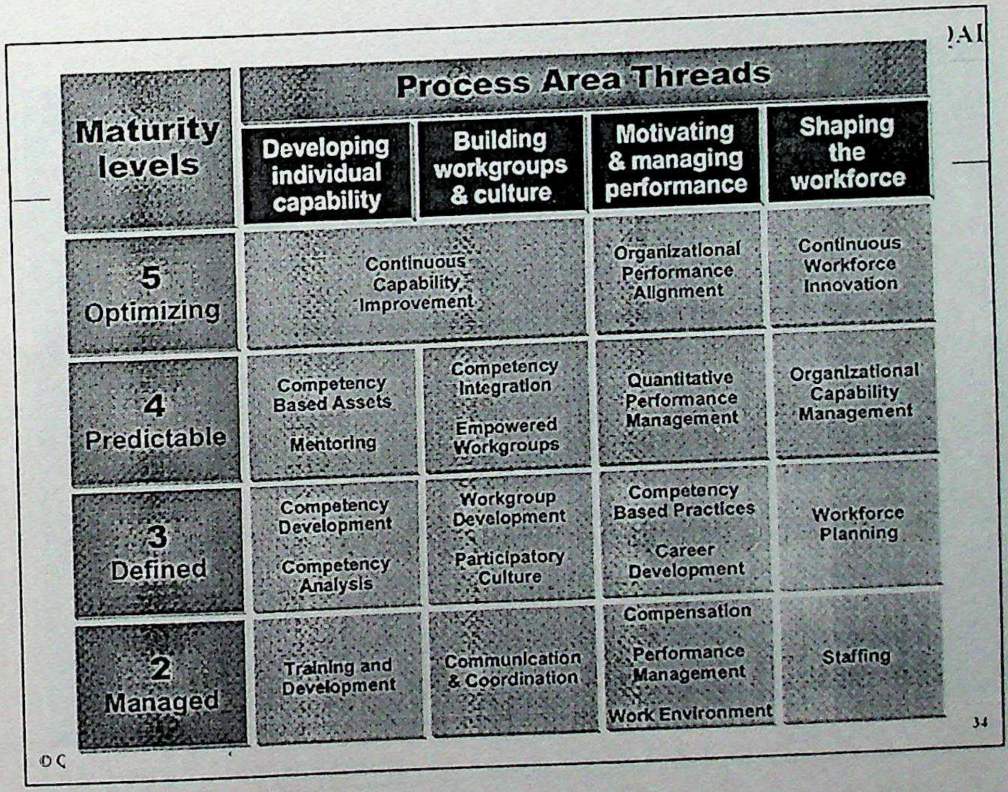
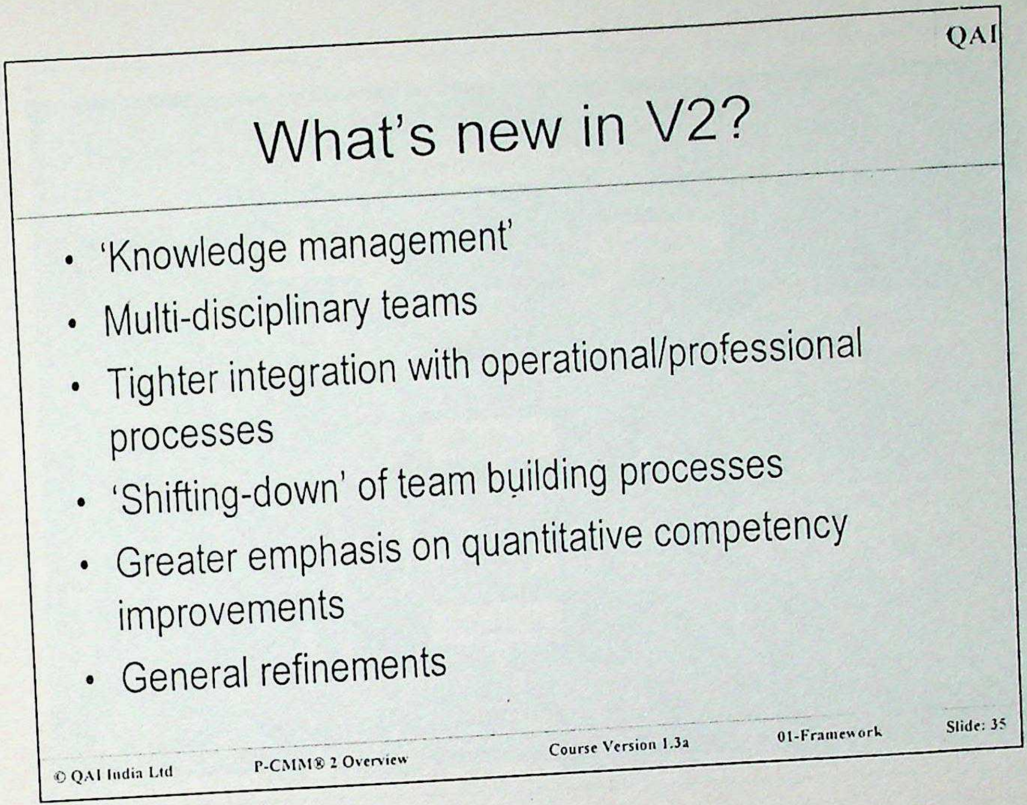


Maturity levels	Process Area Threads		
	Developing individual capability	Building workgroups & culture	Motivating & managing performance
5 Optimizing	Continuous Capability Improvement		Organizational Performance Alignment
4 Predictable	Competency Based Assets Mentoring	Competency Integration Empowered Workgroups	Quantitative Performance Management
3 Defined	Competency Development Competency Analysis	Workgroup Development Participatory Culture	Competency Based Practices Career Development
2 Managed	Training and Development	Communication & Coordination	Compensation Performance Management Work Environment



Maturity levels	Process Area Threads			
	Developing individual capability	Building workgroups & culture	Motivating & managing performance	Shaping the workforce
5 Optimizing	Continuous Capability Improvement		Organizational Performance Alignment	Continuous Workforce Innovation
4 Predictable	Competency Based Assets Mentoring	Competency Integration Empowered Workgroups	Quantitative Performance Management	Organizational Capability Management
3 Defined	Competency Development Competency Analysis	Workgroup Development Participatory Culture	Competency Based Practices Career Development	Workforce Planning
2 Managed	Training and Development	Communication & Coordination	Compensation Performance Management Work Environment	Staffing



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What's new in V2?

- 'Knowledge management'
- Multi-disciplinary teams
- Tighter integration with operational/professional processes
- 'Shifting-down' of team building processes
- Greater emphasis on quantitative competency improvements
- General refinements

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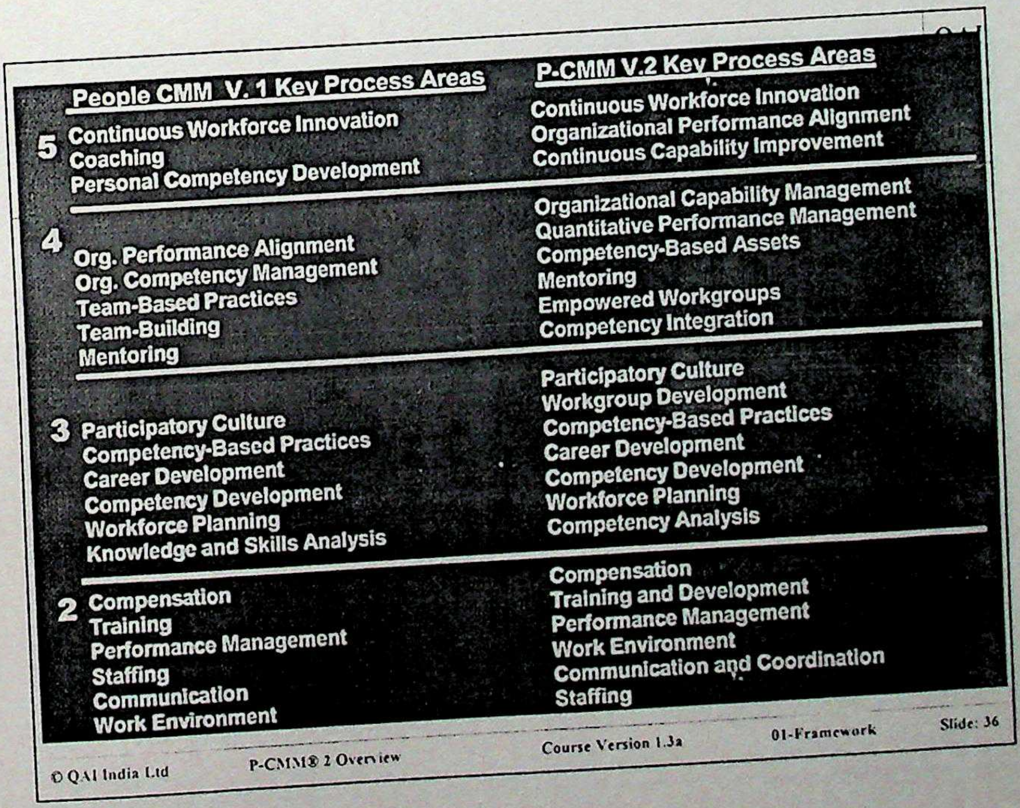

	People CMM V. 1 Key Process Areas	P-CMM V.2 Key Process Areas
5	Continuous Workforce Innovation Coaching Personal Competency Development	Continuous Workforce Innovation Organizational Performance Alignment Continuous Capability Improvement
4	Org. Performance Alignment Org. Competency Management Team-Based Practices Team-Building Mentoring	Organizational Capability Management Quantitative Performance Management Competency-Based Assets Mentoring Empowered Workgroups Competency Integration
3	Participatory Culture Competency-Based Practices Career Development Competency Development Workforce Planning Knowledge and Skills Analysis	Participatory Culture Workgroup Development Competency-Based Practices Career Development Competency Development Workforce Planning Competency Analysis
2	Compensation Training Performance Management Staffing Communication Work Environment	Compensation Training and Development Performance Management Work Environment Communication and Coordination Staffing

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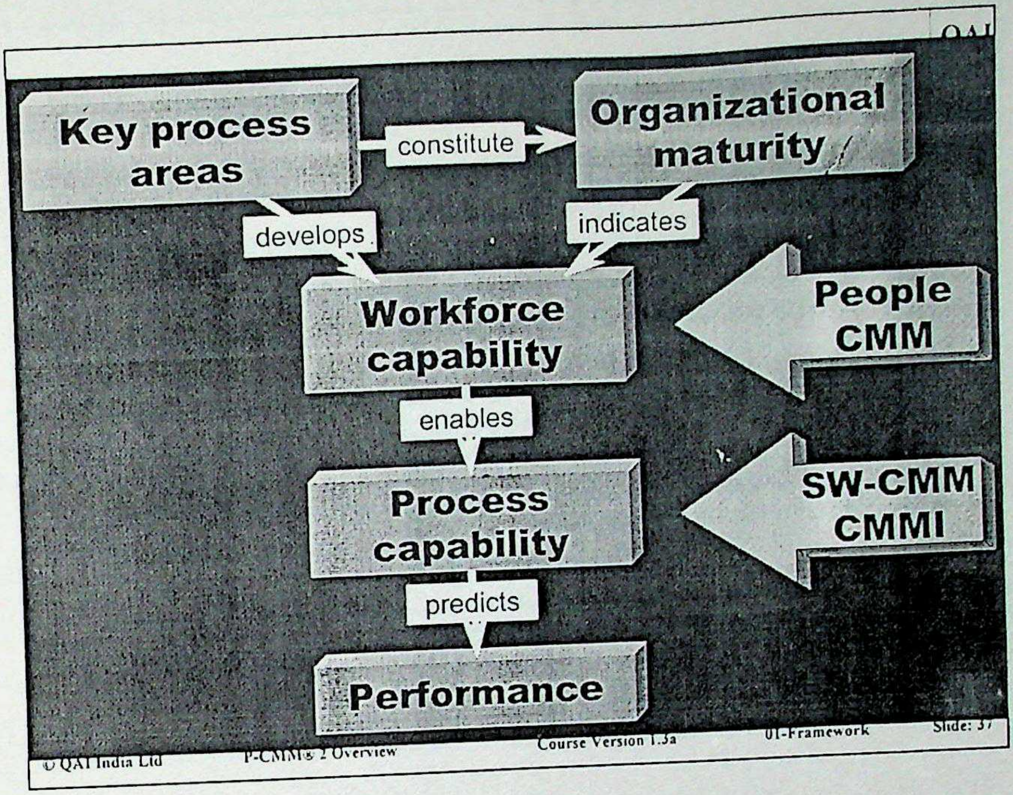

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Key process areas — constitute → **Organizational maturity**

Key process areas — develops → **Workforce capability**

Organizational maturity — indicates → **Workforce capability**

People CMM → **Workforce capability**

Workforce capability — enables → **Process capability**

SW-CMM CMMI → **Process capability**

Process capability — predicts → **Performance**

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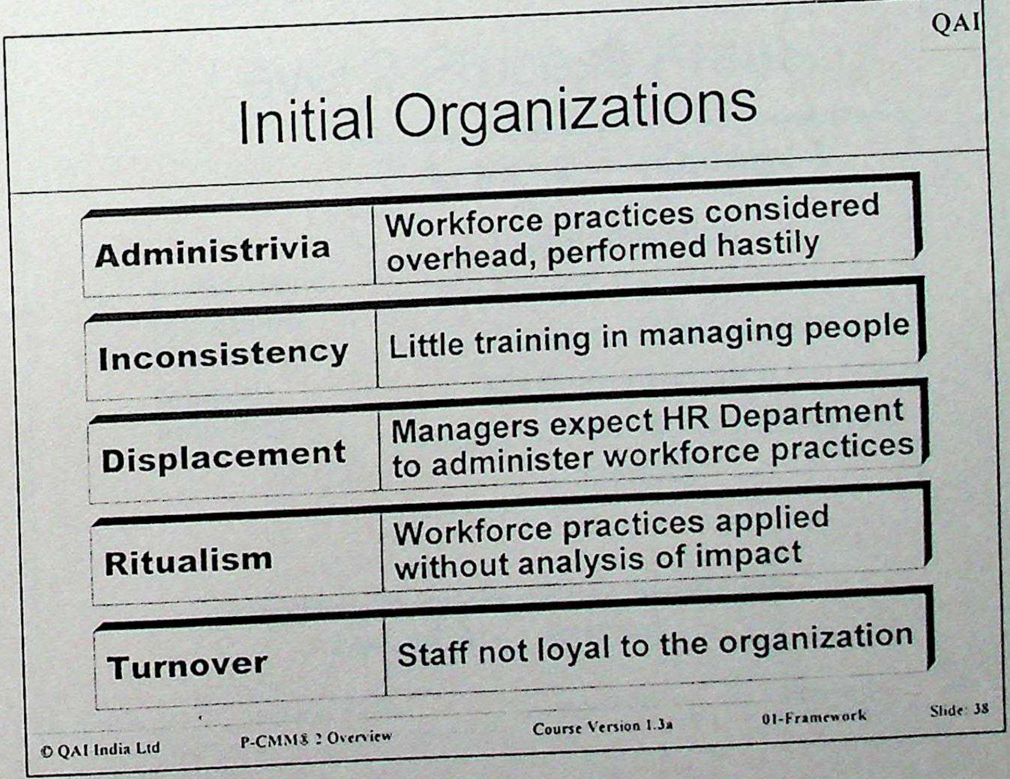

QAI

Initial Organizations

Administrivia	Workforce practices considered overhead, performed hastily
Inconsistency	Little training in managing people
Displacement	Managers expect HR Department to administer workforce practices
Ritualism	Workforce practices applied without analysis of impact
Turnover	Staff not loyal to the organization

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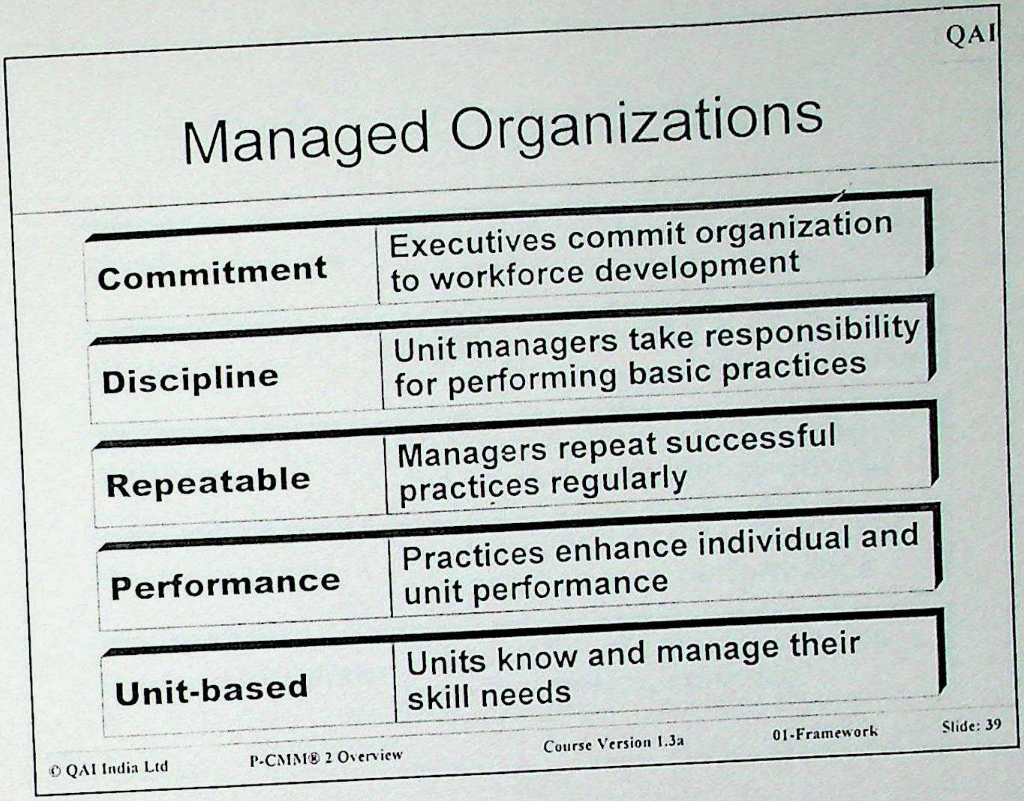
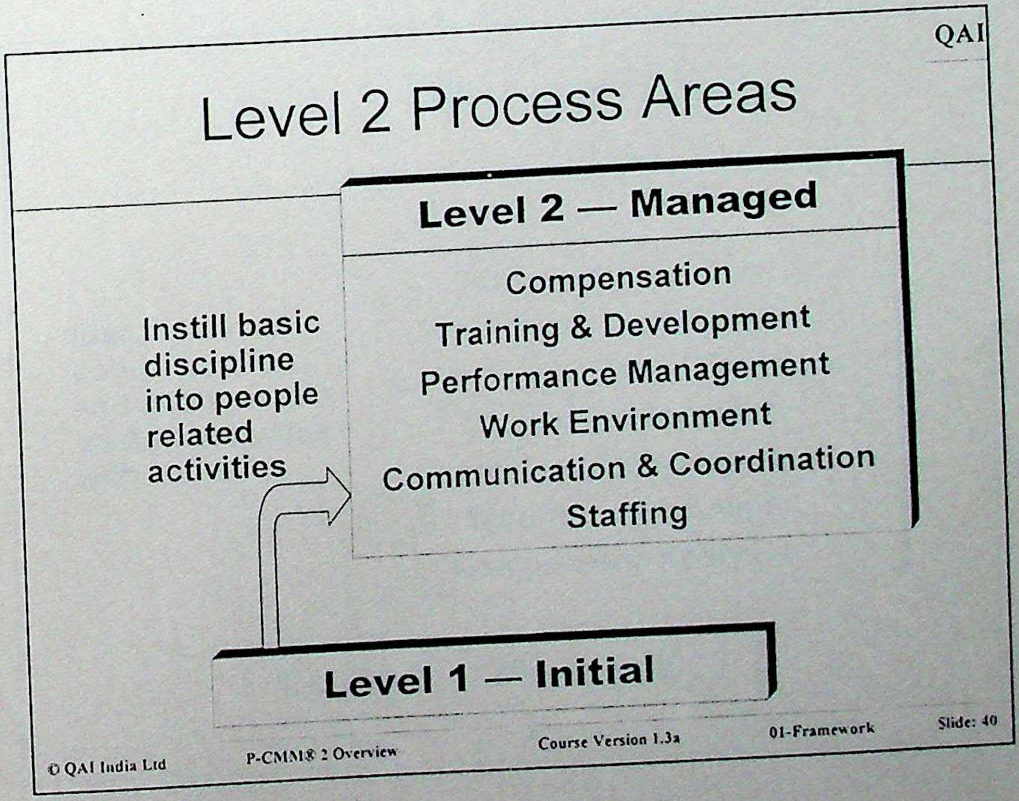


QAI

Managed Organizations

Commitment	Executives commit organization to workforce development
Discipline	Unit managers take responsibility for performing basic practices
Repeatable	Managers repeat successful practices regularly
Performance	Practices enhance individual and unit performance
Unit-based	Units know and manage their skill needs



QAI

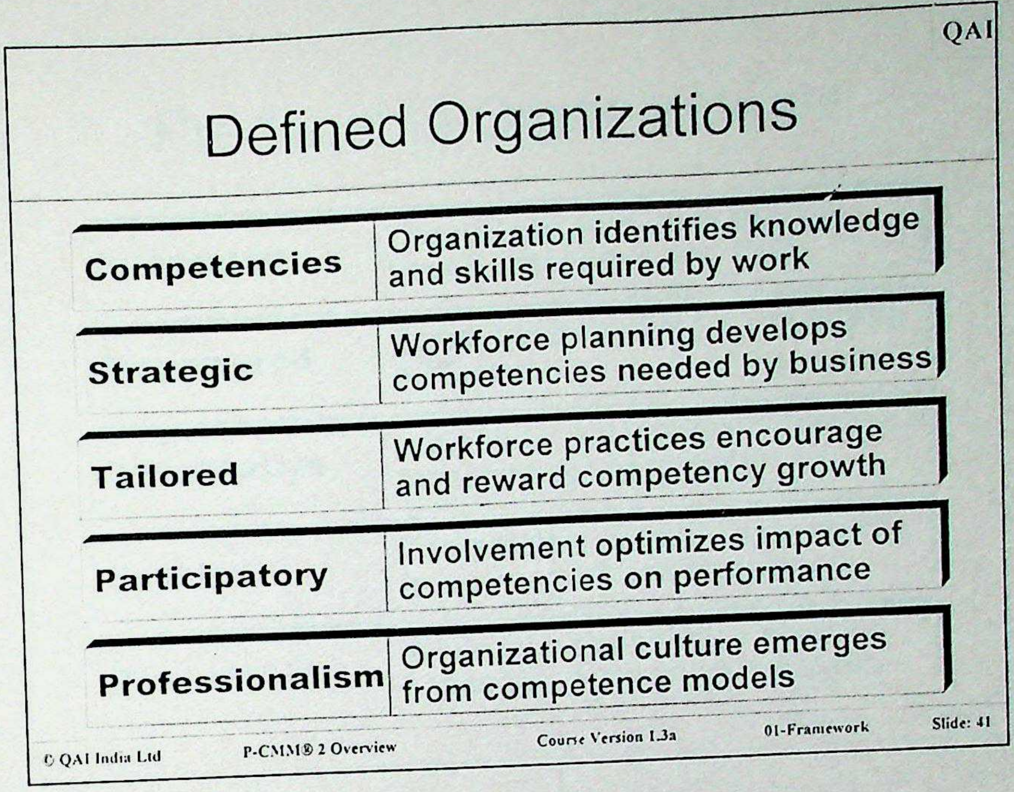
Level 2 Process Areas

Level 2 — Managed

Compensation
Training & Development
Performance Management
Work Environment
Communication & Coordination
Staffing

Instill basic discipline into people related activities

Level 1 — Initial



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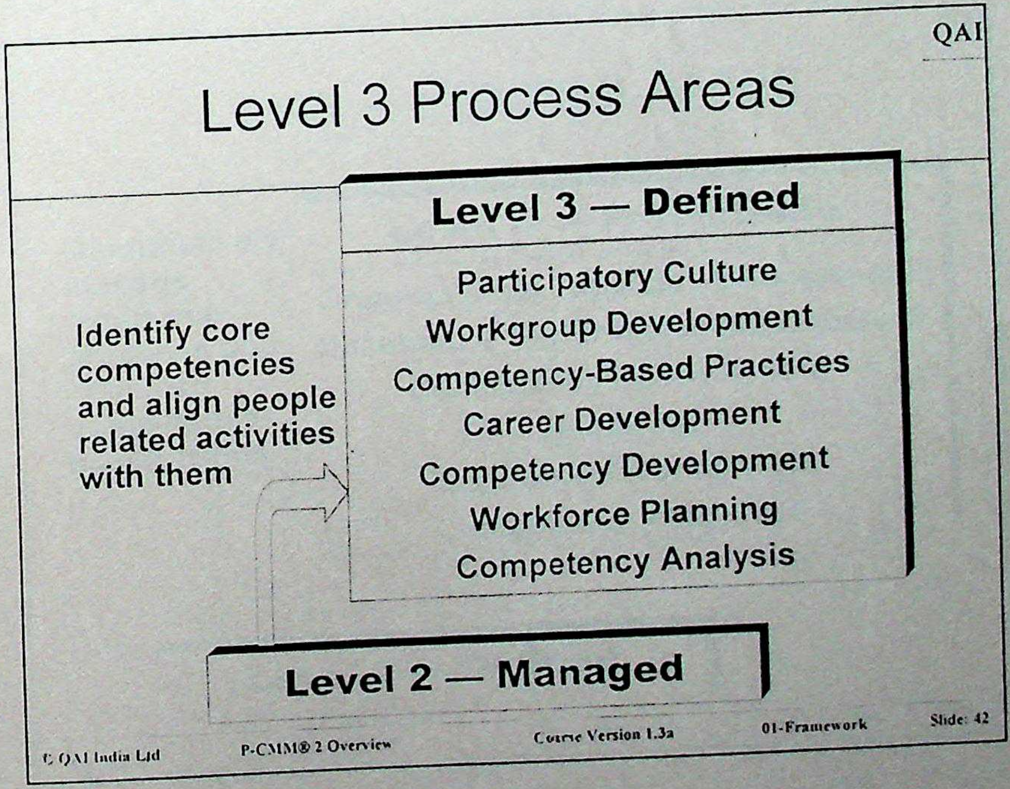
Defined Organizations

Competencies	Organization identifies knowledge and skills required by work
Strategic	Workforce planning develops competencies needed by business
Tailored	Workforce practices encourage and reward competency growth
Participatory	Involvement optimizes impact of competencies on performance
Professionalism	Organizational culture emerges from competence models



QAI

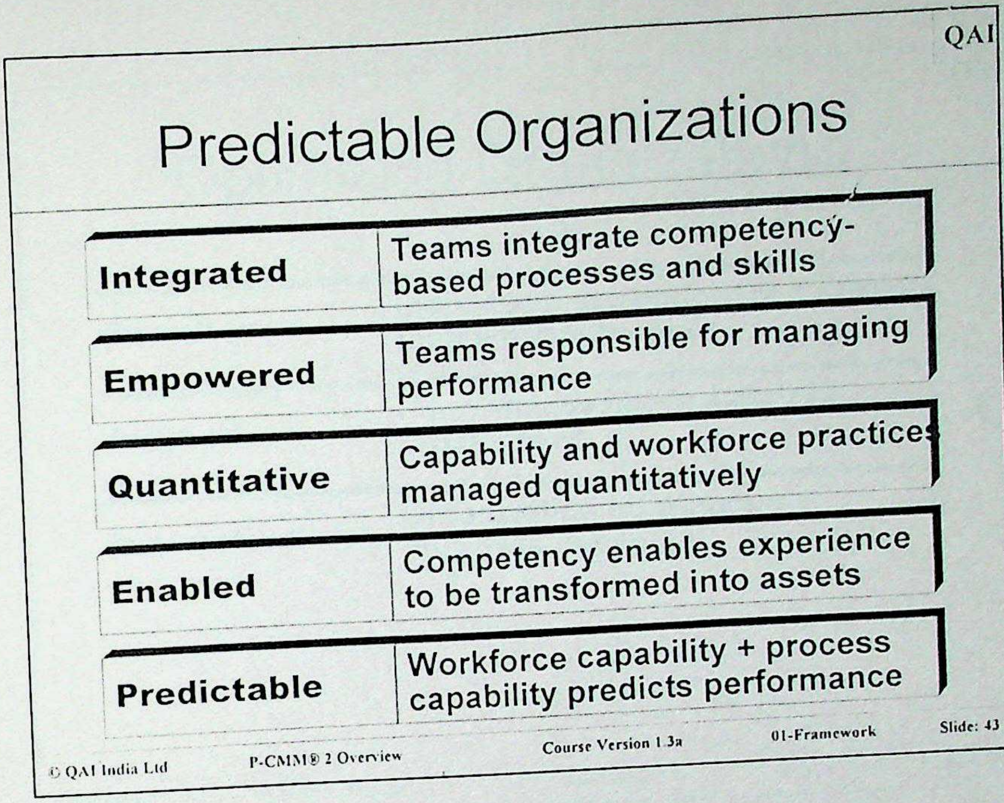
Level 3 Process Areas

Level 3 — Defined

Participatory Culture
Workgroup Development
Competency-Based Practices
Career Development
Competency Development
Workforce Planning
Competency Analysis

Identify core competencies and align people related activities with them

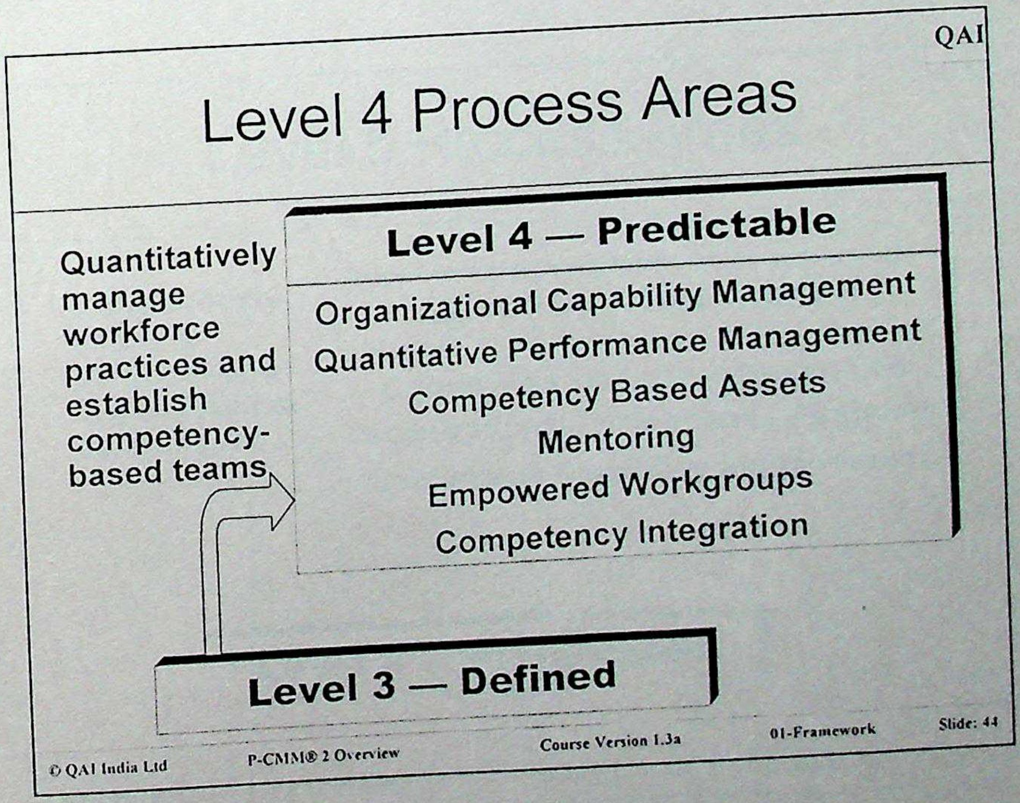
Level 2 — Managed



QAI

Predictable Organizations

Integrated	Teams integrate competency-based processes and skills
Empowered	Teams responsible for managing performance
Quantitative	Capability and workforce practices managed quantitatively
Enabled	Competency enables experience to be transformed into assets
Predictable	Workforce capability + process capability predicts performance



QAI

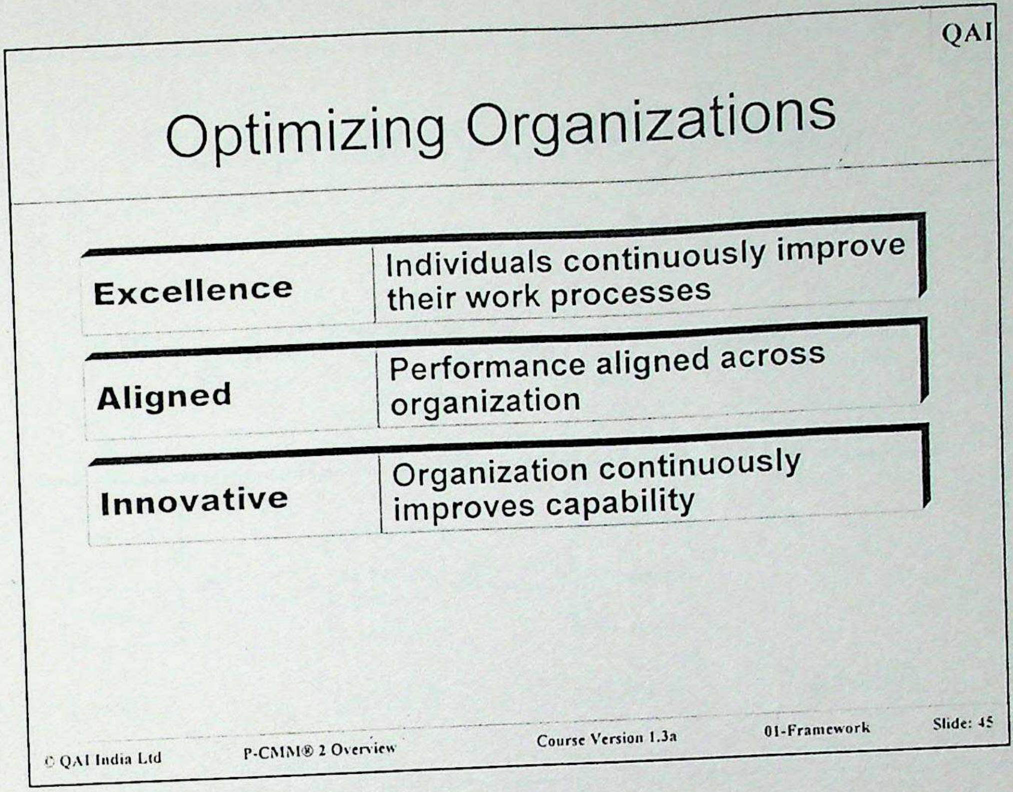
Level 4 Process Areas

Quantitatively manage workforce practices and establish competency-based teams

Level 4 — Predictable

Organizational Capability Management
Quantitative Performance Management
Competency Based Assets
Mentoring
Empowered Workgroups
Competency Integration

Level 3 — Defined



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Optimizing Organizations

Excellence	Individuals continuously improve their work processes
Aligned	Performance aligned across organization
Innovative	Organization continuously improves capability

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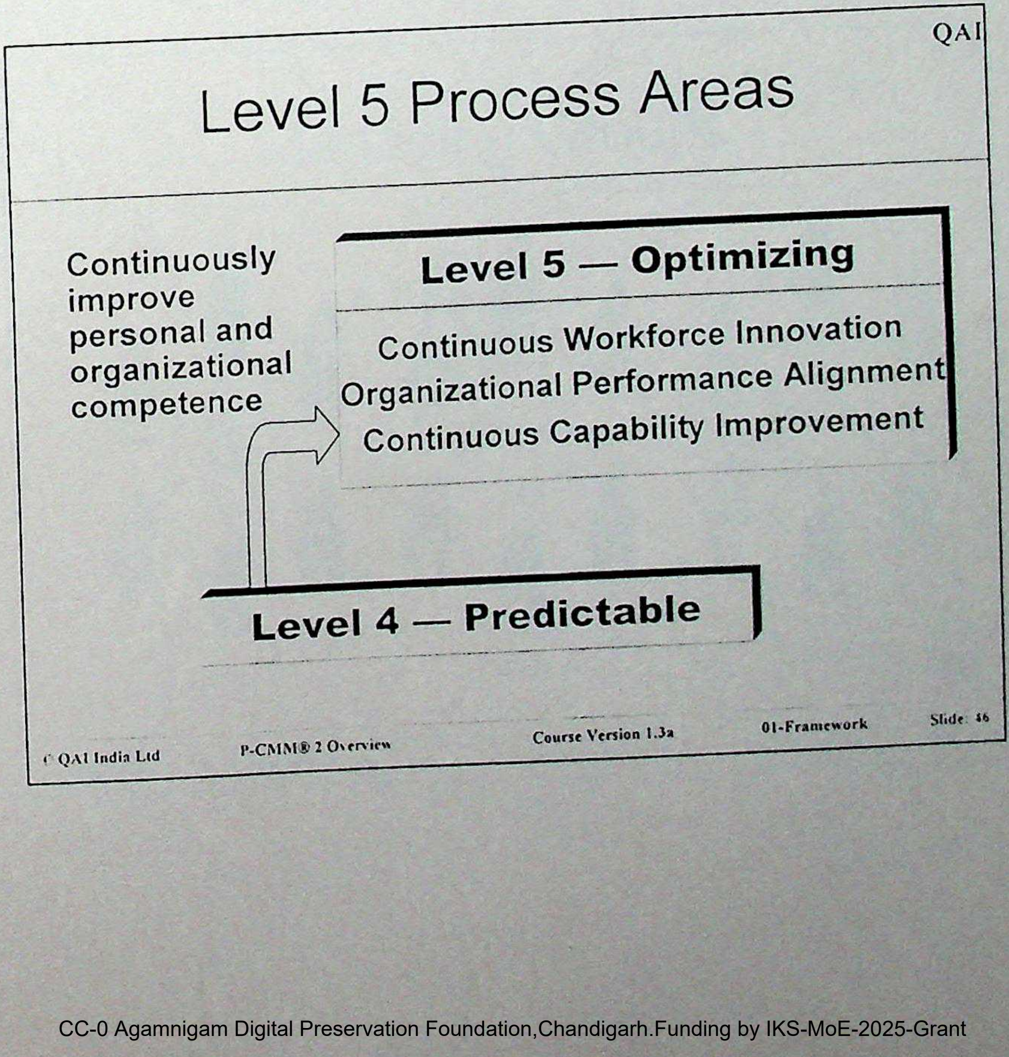

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Level 5 Process Areas

Continuously improve personal and organizational competence

Level 5 — Optimizing

Continuous Workforce Innovation
Organizational Performance Alignment
Continuous Capability Improvement

Level 4 — Predictable

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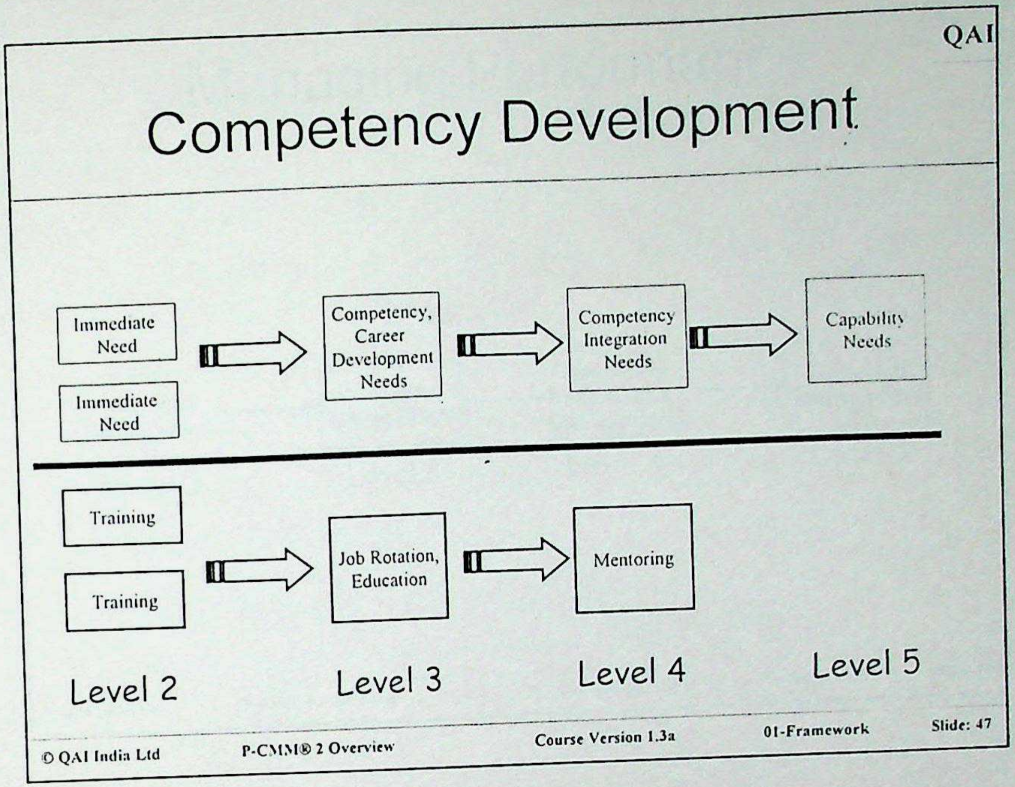

QAI

Competency Development

Immediate Need

Immediate Need

Competency, Career Development Needs

Competency Integration Needs

Capability Needs

Training

Training

Job Rotation, Education

Mentoring

Level 2

Level 3

Level 4

Level 5

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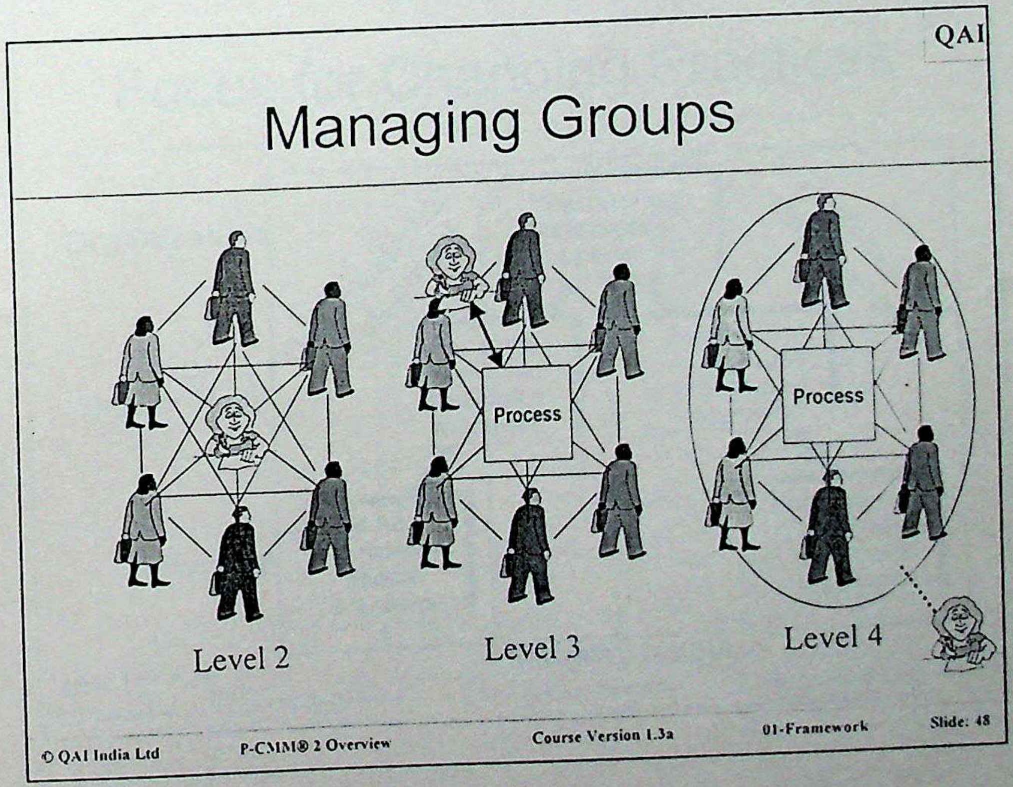

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Managing Groups

Process

Process

Level 2

Level 3

Level 4

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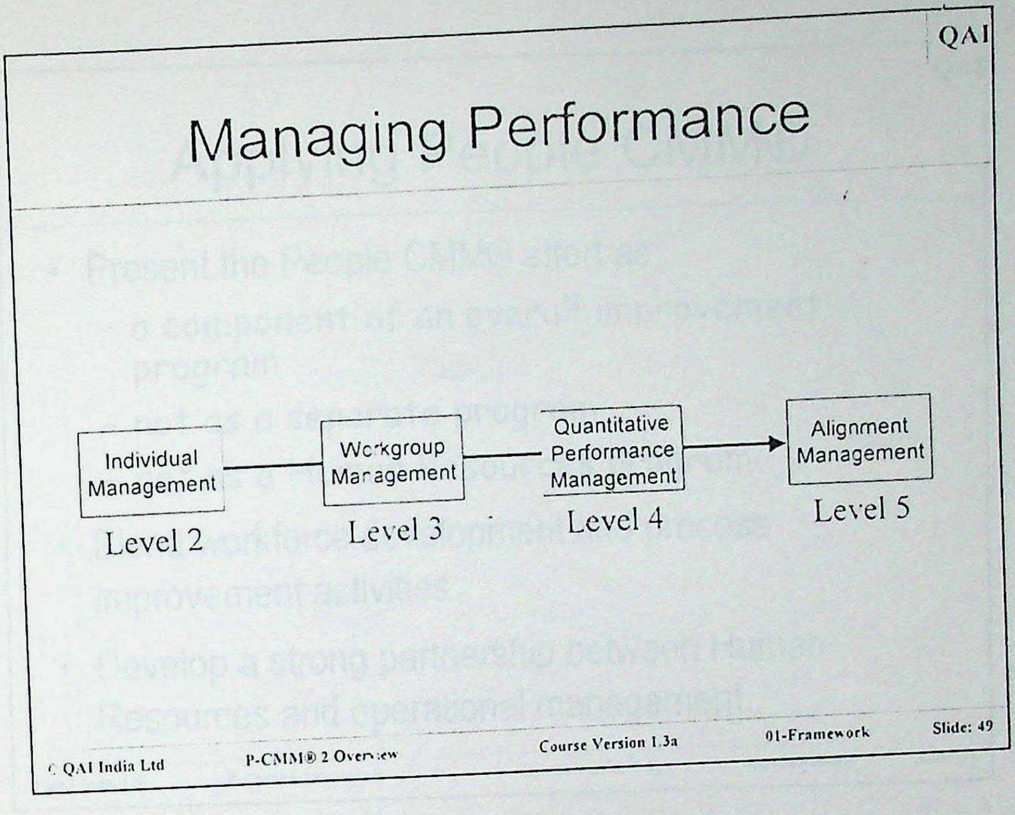


Managing Performance

Individual Management

Workgroup Management

Quantitative Performance Management

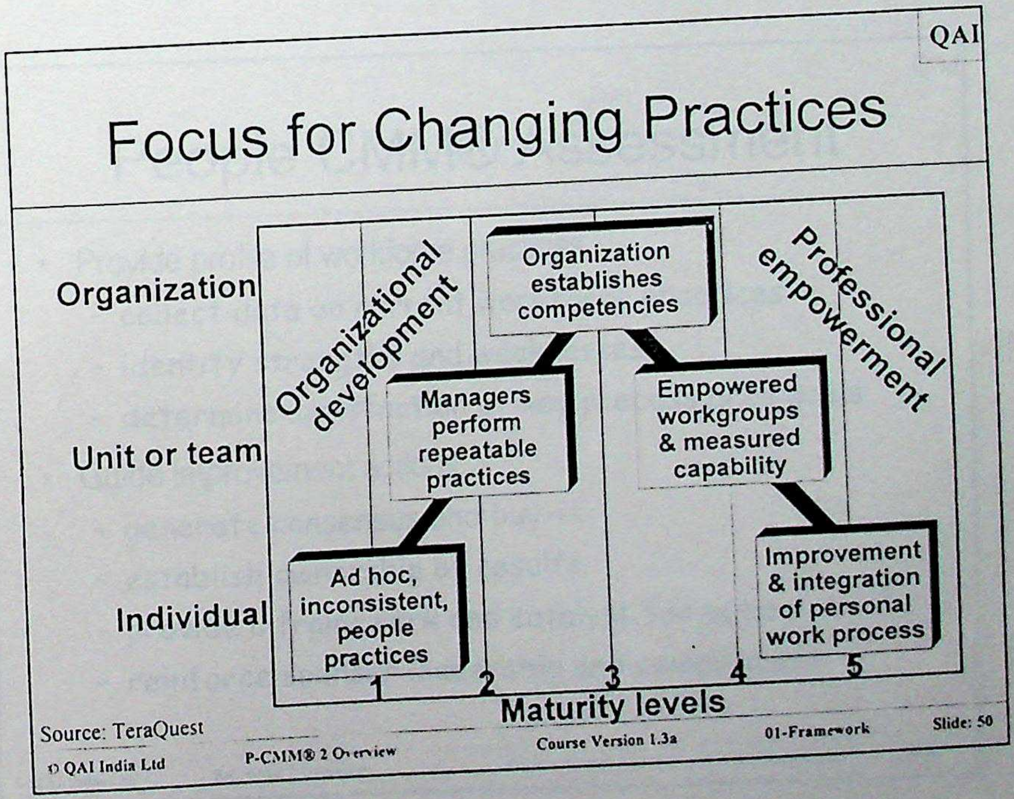
Alignment Management

Level 2

Level 3

Level 4

Level 5



Focus for Changing Practices

Organization

Unit or team

Individual

Organizational development

Professional empowerment

Organization establishes competencies

Managers perform repeatable practices

Empowered workgroups & measured capability

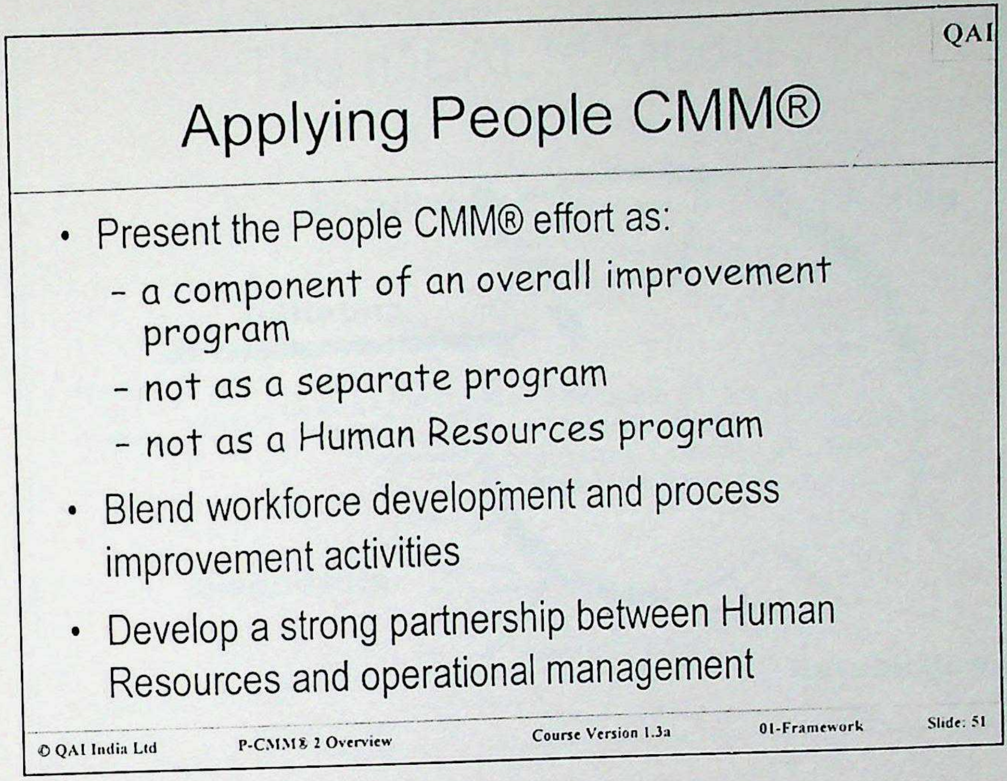
Ad hoc, inconsistent, people practices

Improvement & integration of personal work process

1 2 3 4 5

Maturity levels

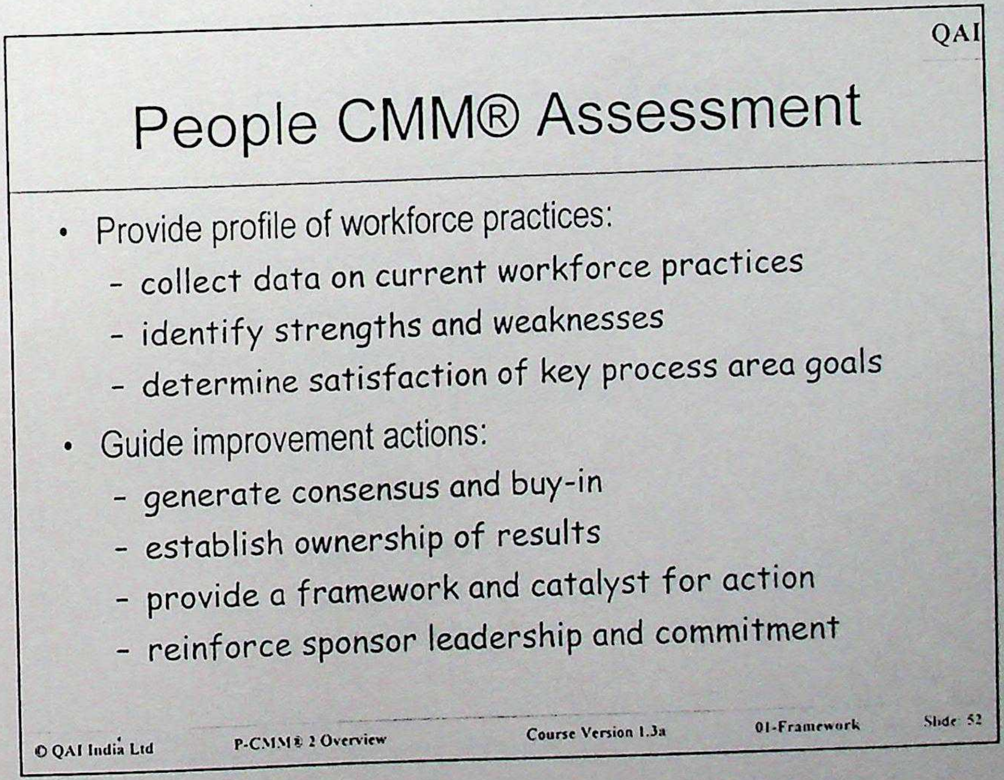
Source: TeraQuest



QAI

Applying People CMM®

- Present the People CMM® effort as:
  - a component of an overall improvement program
  - not as a separate program
  - not as a Human Resources program
- Blend workforce development and process improvement activities
- Develop a strong partnership between Human Resources and operational management



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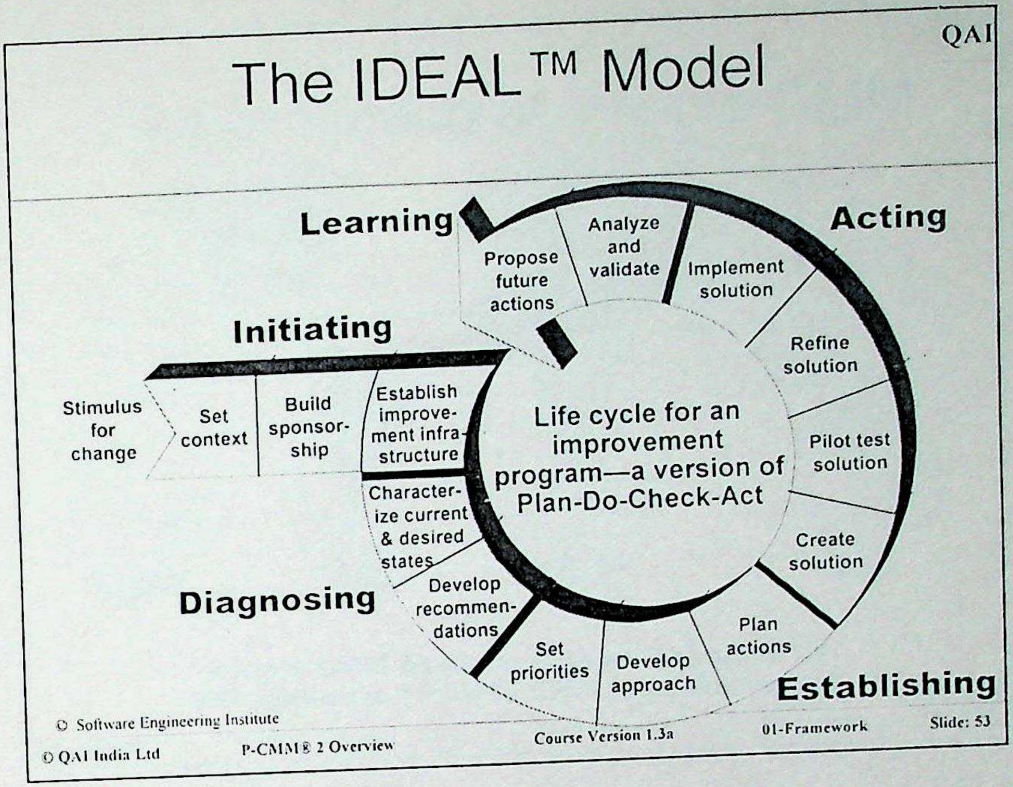
People CMM® Assessment

- Provide profile of workforce practices:
  - collect data on current workforce practices
  - identify strengths and weaknesses
  - determine satisfaction of key process area goals
- Guide improvement actions:
  - generate consensus and buy-in
  - establish ownership of results
  - provide a framework and catalyst for action
  - reinforce sponsor leadership and commitment



QAI

The IDEAL™ Model

Learning

Propose future actions

Analyze and validate

Acting

Implement solution

Refine solution

Pilot test solution

Create solution

Initiating

Stimulus for change

Set context

Build sponsorship

Establish improvement infrastructure

Life cycle for an improvement program—a version of Plan-Do-Check-Act

Characterize current & desired states

Develop recommendations

Diagnosing

Set priorities

Develop approach

Plan actions

Establishing

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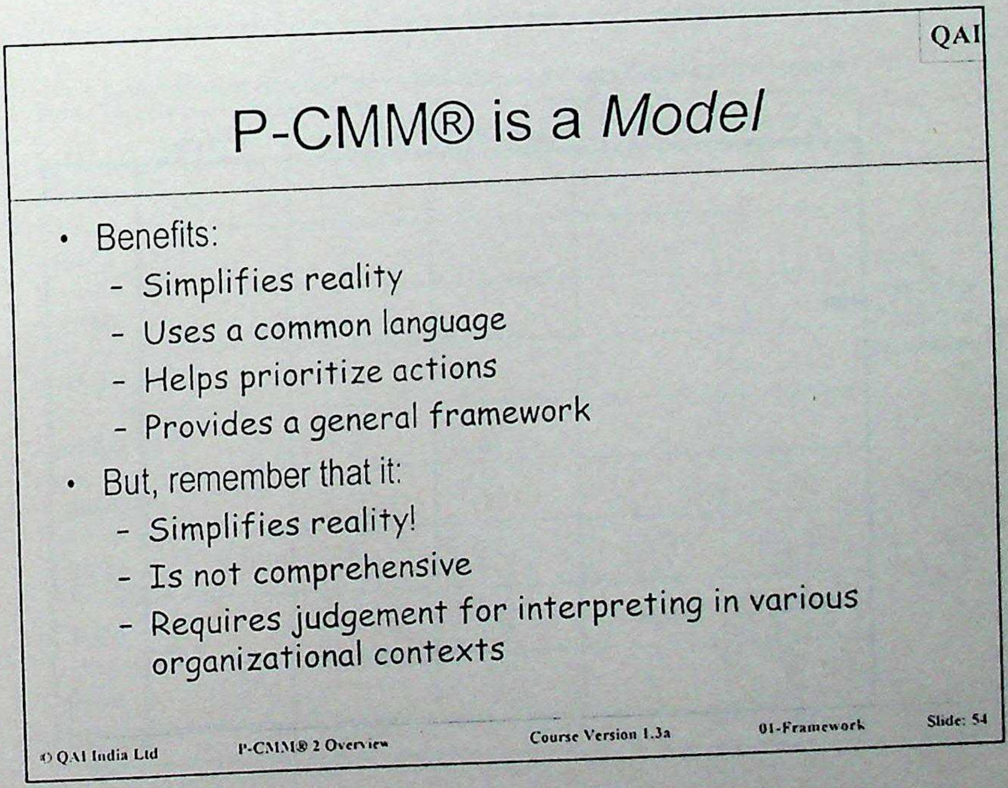

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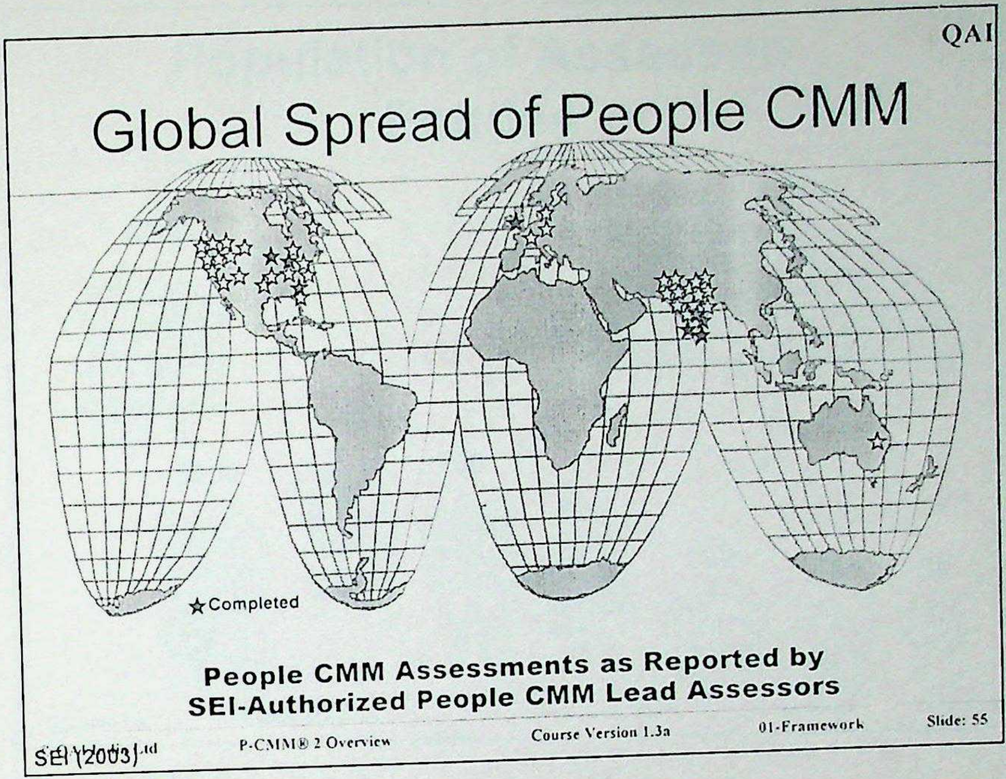
P-CMM® is a *Model*

- Benefits:
  - Simplifies reality
  - Uses a common language
  - Helps prioritize actions
  - Provides a general framework
- But, remember that it:
  - Simplifies reality!
  - Is not comprehensive
  - Requires judgement for interpreting in various organizational contexts

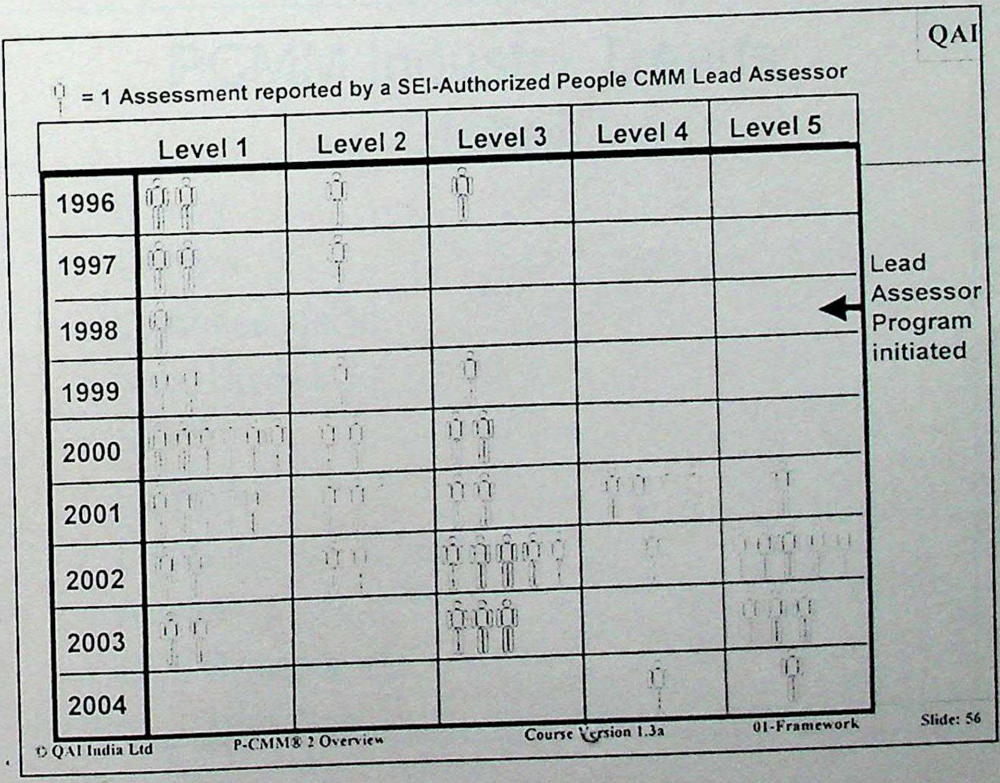


QAI

Global Spread of People CMM

People CMM Assessments as Reported by SEI-Authorized People CMM Lead Assessors

SEI (2003)　P-CMM® 2 Overview　Course Version 1.3a　01-Framework　Slide: 55



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👤 = 1 Assessment reported by a SEI-Authorized People CMM Lead Assessor

	Level 1	Level 2	Level 3	Level 4	Level 5
1996	👤👤	👤	👤		
1997	👤👤	👤			
1998	👤				
1999	👤👤	👤	👤		
2000	👤👤👤👤👤👤	👤👤	👤👤		
2001	👤👤👤👤	👤👤👤	👤👤	👤👤👤👤	👤
2002	👤👤	👤👤	👤👤👤👤👤	👤	👤👤👤👤👤
2003	👤👤		👤👤👤		👤👤👤
2004				👤	👤

← Lead Assessor Program initiated

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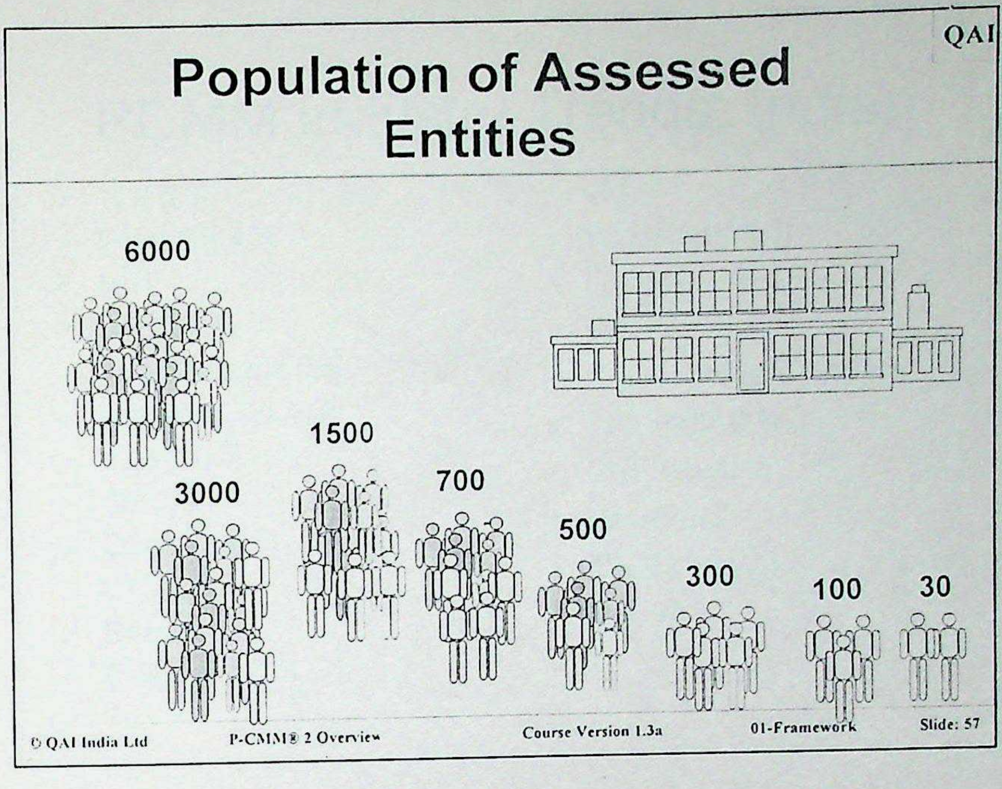

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Population of Assessed Entities

6000
3000
1500
700
500
300
100
30

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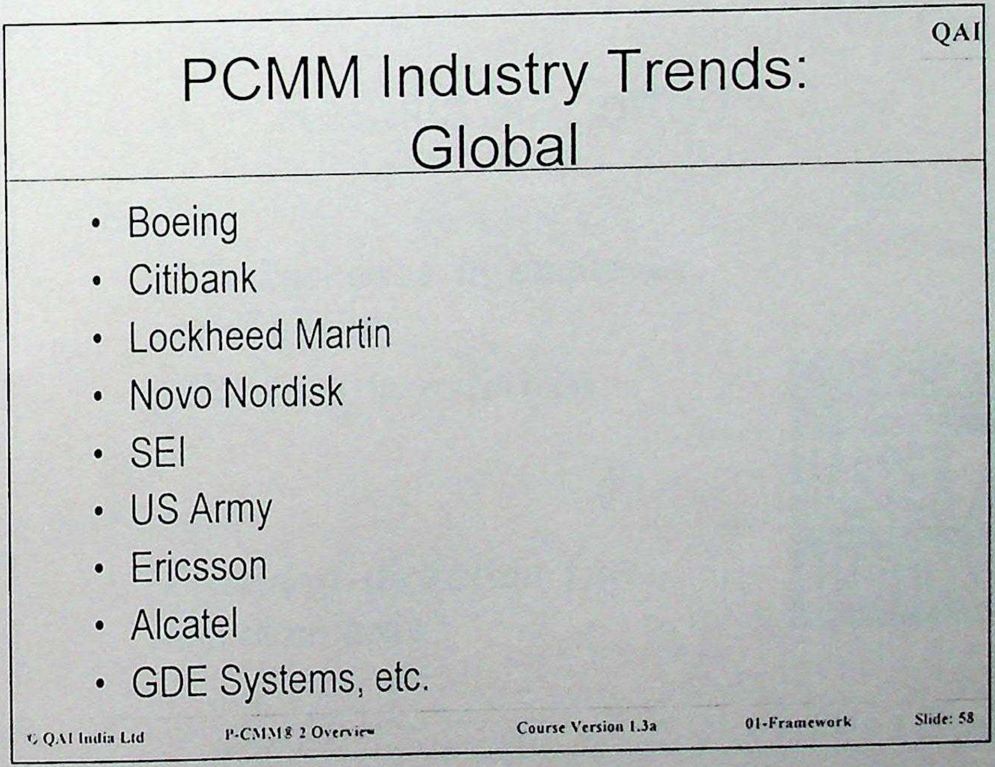

QAI

PCMM Industry Trends: Global

- Boeing
- Citibank
- Lockheed Martin
- Novo Nordisk
- SEI
- US Army
- Ericsson
- Alcatel
- GDE Systems, etc.

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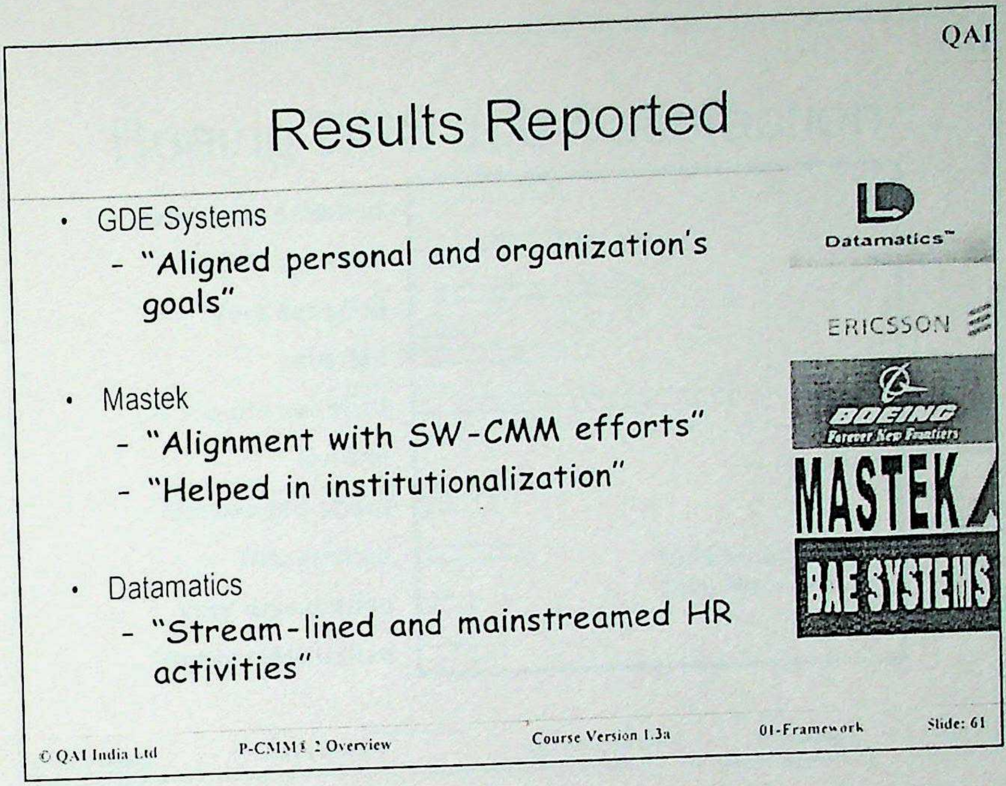
PCMM Industry Trends: Indian

- TCS (L4)
- Wipro (L5 X 2)
- MBT
- L&T IT (L5)
- Tata Interactive (L5)
- Siemens (SISL, L3)
- Infosys (L5)
- SSI (L3)
- Covansys (L5)
- CTS (L5)
- Birlasoft
- Datamatics (L5)
- L&T
- RS Software (L3)
- Techspan (L3)
- HCL Perot (L4)
- Hughes Software Systems
- Tata Tech. (L4)
- Club Mahindra
- Mastek (L3)
- IBM Global (L5)
- QAI, etc.

Results Reported

- Boeing
  - 60% Increase in employee satisfaction
  - 33% drop in attrition
- Ericsson
  - "Provided direction for improvements"



Results Reported

- GDE Systems
  - "Aligned personal and organization's goals"
- Mastek
  - "Alignment with SW-CMM efforts"
  - "Helped in institutionalization"
- Datamatics
  - "Stream-lined and mainstreamed HR activities"

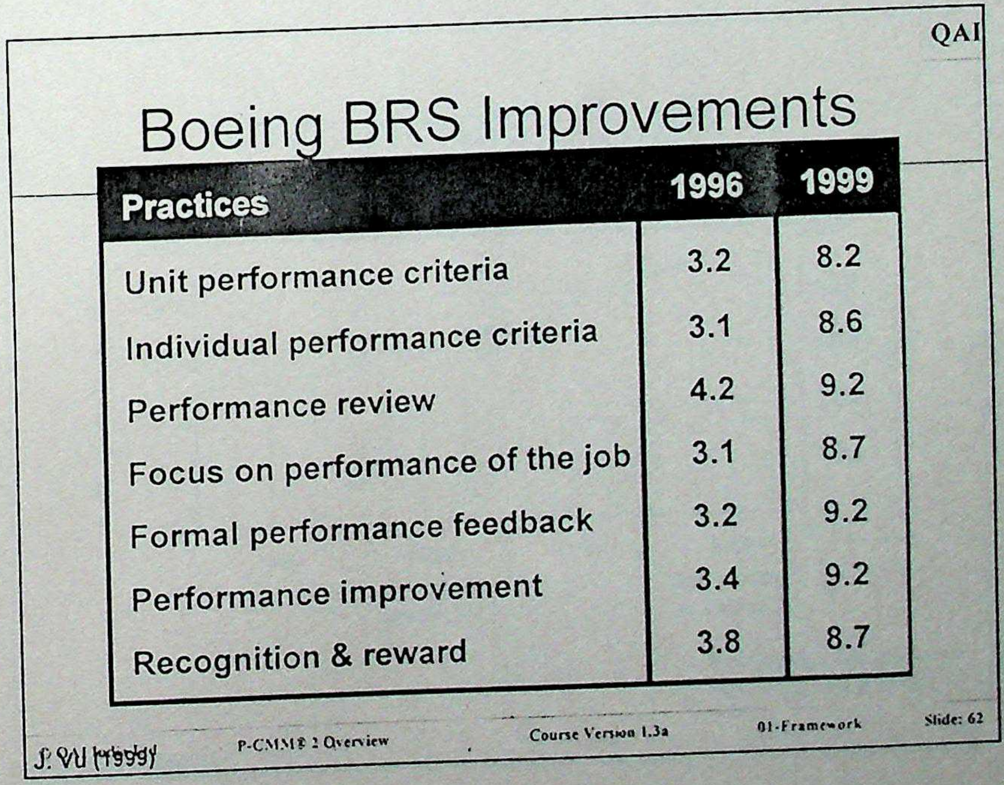
Datamatics™

ERICSSON

BOEING
Forever New Frontiers

MASTEK

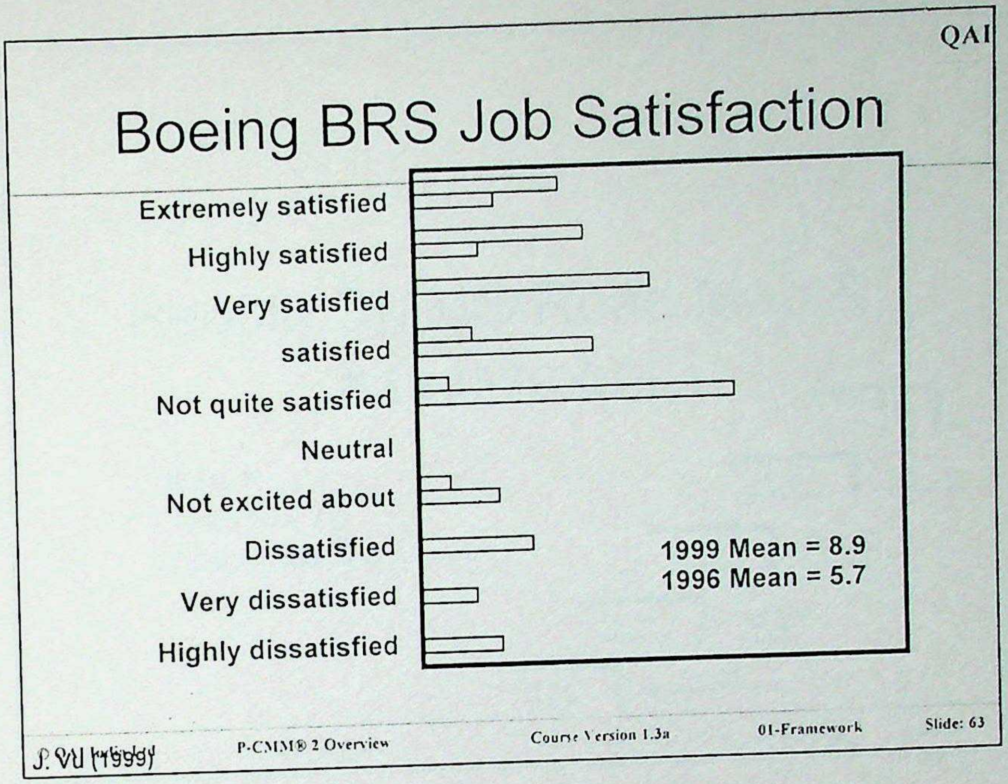
BAE SYSTEMS



Boeing BRS Improvements

Practices	1996	1999
Unit performance criteria	3.2	8.2
Individual performance criteria	3.1	8.6
Performance review	4.2	9.2
Focus on performance of the job	3.1	8.7
Formal performance feedback	3.2	9.2
Performance improvement	3.4	9.2
Recognition & reward	3.8	8.7

J. Vu (1999)



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Boeing BRS Job Satisfaction

1999 Mean = 8.9
1996 Mean = 5.7

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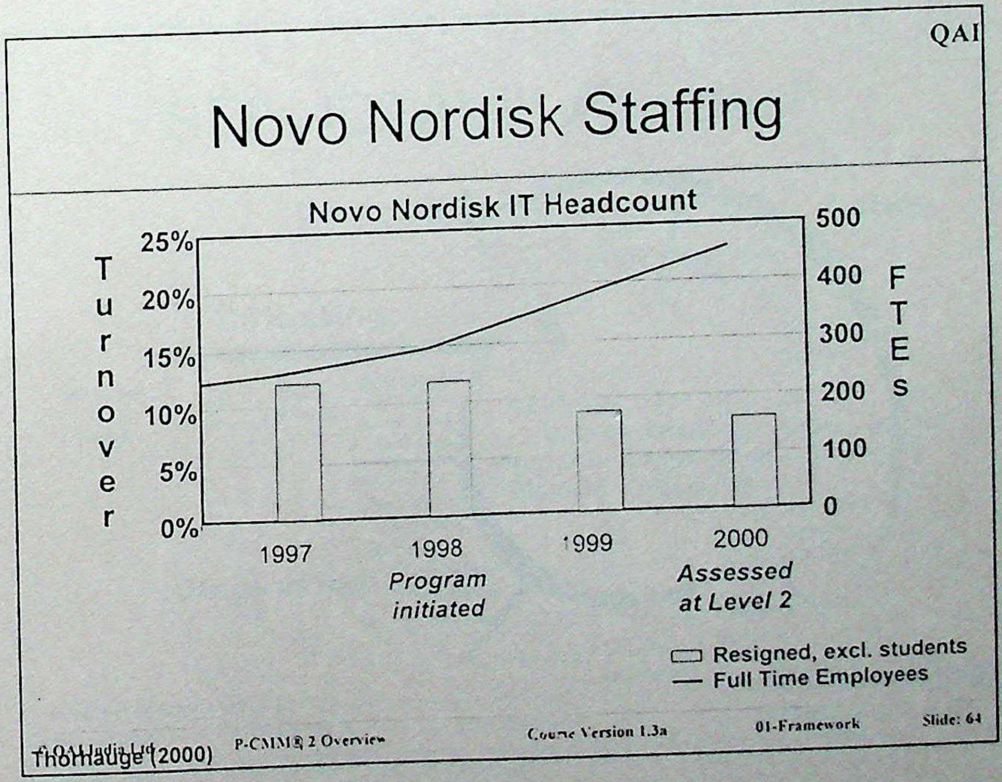
J. Vu (1999)



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Novo Nordisk Staffing

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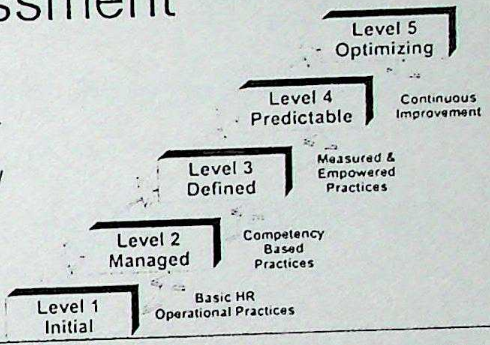
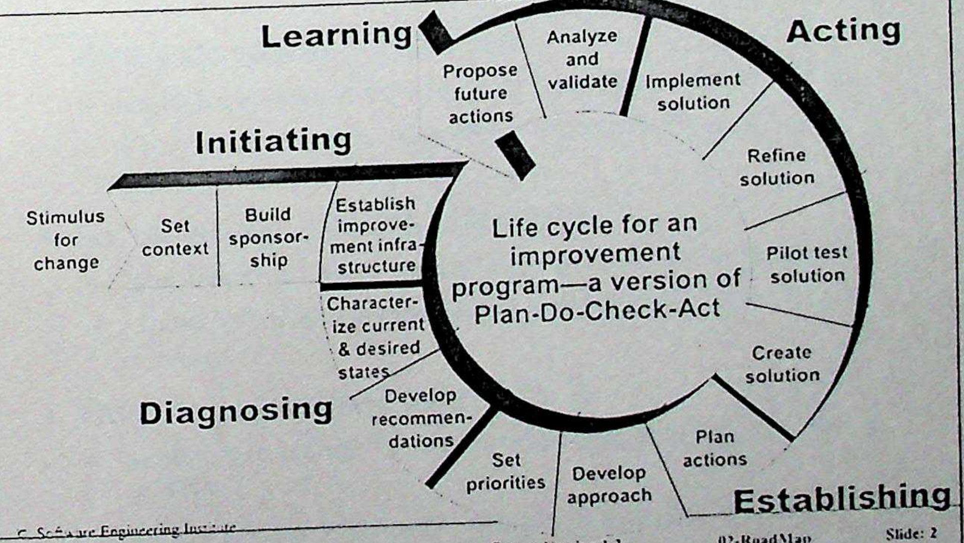
Thornauge (2000)

People CMM® Road Map & Assessment

IDEAL™
Typical Road Map
P-CMM® Assessment Overview


Level 5
Optimizing
Continuous Improvement
Level 4
Predictable
Measured & Empowered Practices
Level 3
Defined
Competency Based Practices
Level 2
Managed
Basic HR Operational Practices
Level 1
Initial

SEI's IDEAL™ Approach


Learning
Acting
Initiating
Diagnosing
Establishing
Propose future actions
Analyze and validate
Implement solution
Refine solution
Pilot test solution
Create solution
Plan actions
Develop approach
Set priorities
Develop recommendations
Characterize current & desired states
Establish improvement infrastructure
Build sponsorship
Set context
Stimulus for change
Life cycle for an improvement program—a version of Plan-Do-Check-Act

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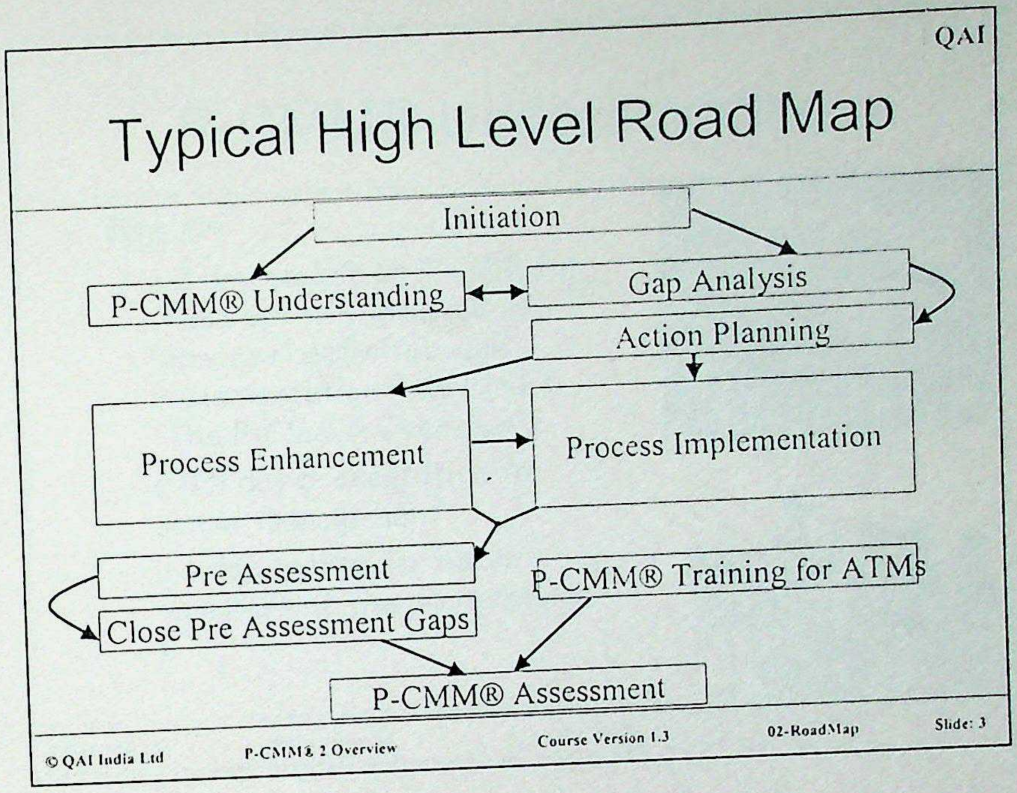

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Typical High Level Road Map

Initiation

P-CMM® Understanding

Gap Analysis

Action Planning

Process Enhancement

Process Implementation

Pre Assessment

Close Pre Assessment Gaps

P-CMM® Training for ATMs

P-CMM® Assessment

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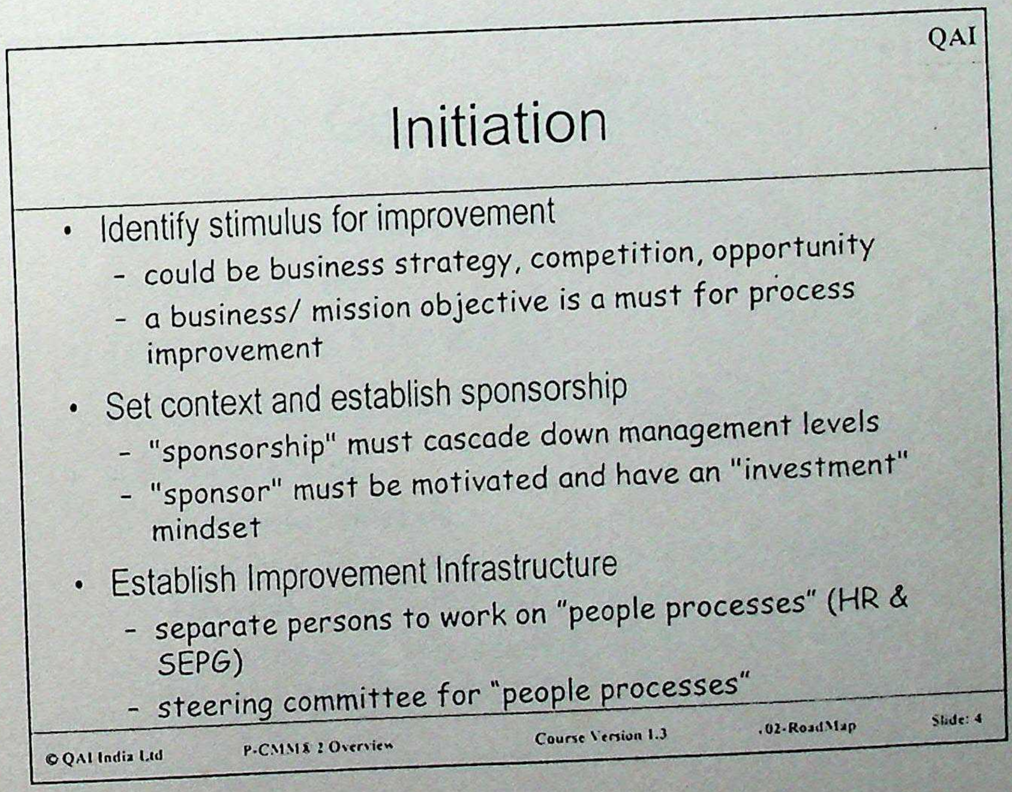

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Initiation

- Identify stimulus for improvement
  - could be business strategy, competition, opportunity
  - a business/ mission objective is a must for process improvement
- Set context and establish sponsorship
  - "sponsorship" must cascade down management levels
  - "sponsor" must be motivated and have an "investment" mindset
- Establish Improvement Infrastructure
  - separate persons to work on "people processes" (HR & SEPG)
  - steering committee for "people processes"

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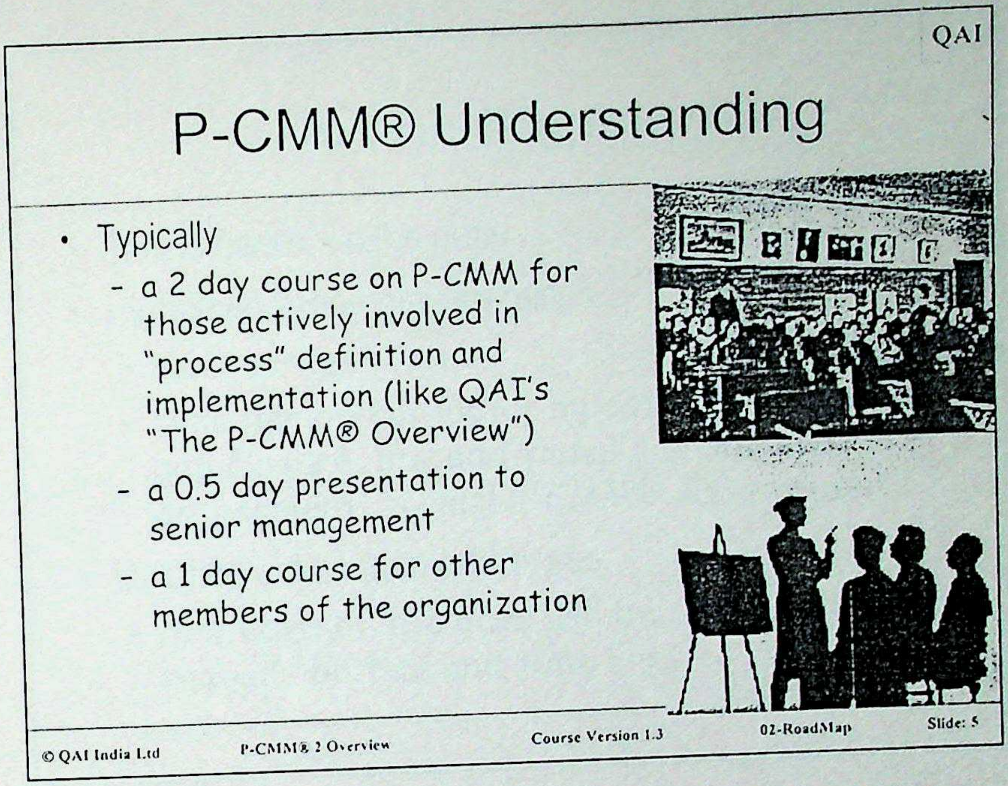

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P-CMM® Understanding

- Typically
  - a 2 day course on P-CMM for those actively involved in "process" definition and implementation (like QAI's "The P-CMM® Overview")
  - a 0.5 day presentation to senior management
  - a 1 day course for other members of the organization

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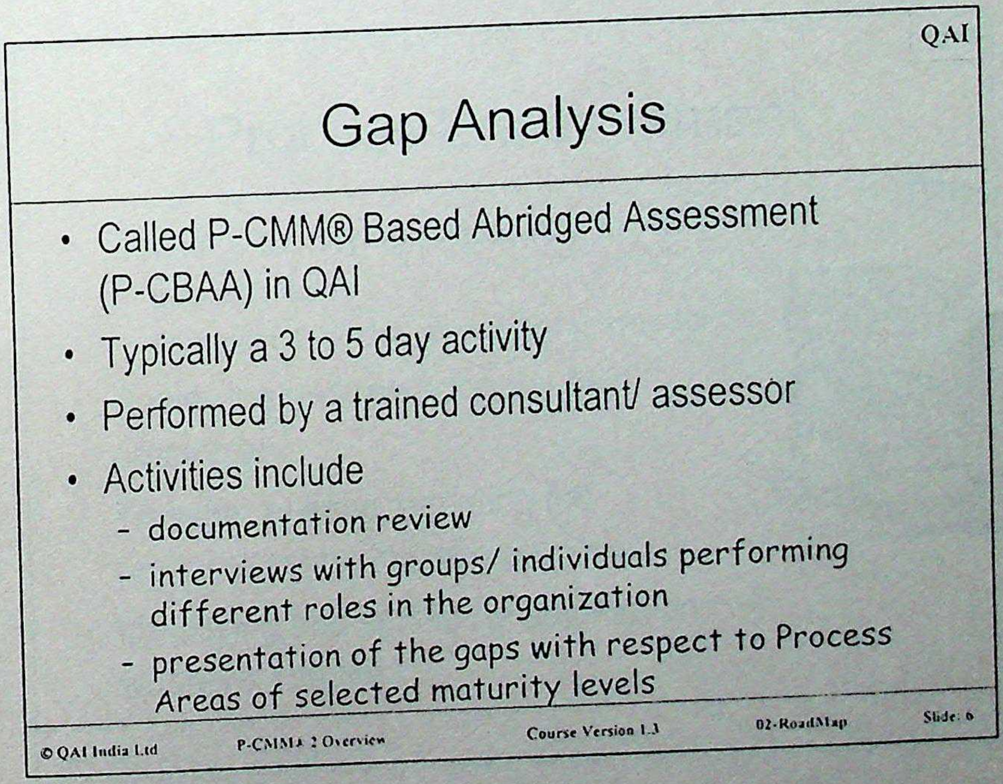

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Gap Analysis

- Called P-CMM® Based Abridged Assessment (P-CBAA) in QAI
- Typically a 3 to 5 day activity
- Performed by a trained consultant/ assessor
- Activities include
  - documentation review
  - interviews with groups/ individuals performing different roles in the organization
  - presentation of the gaps with respect to Process Areas of selected maturity levels

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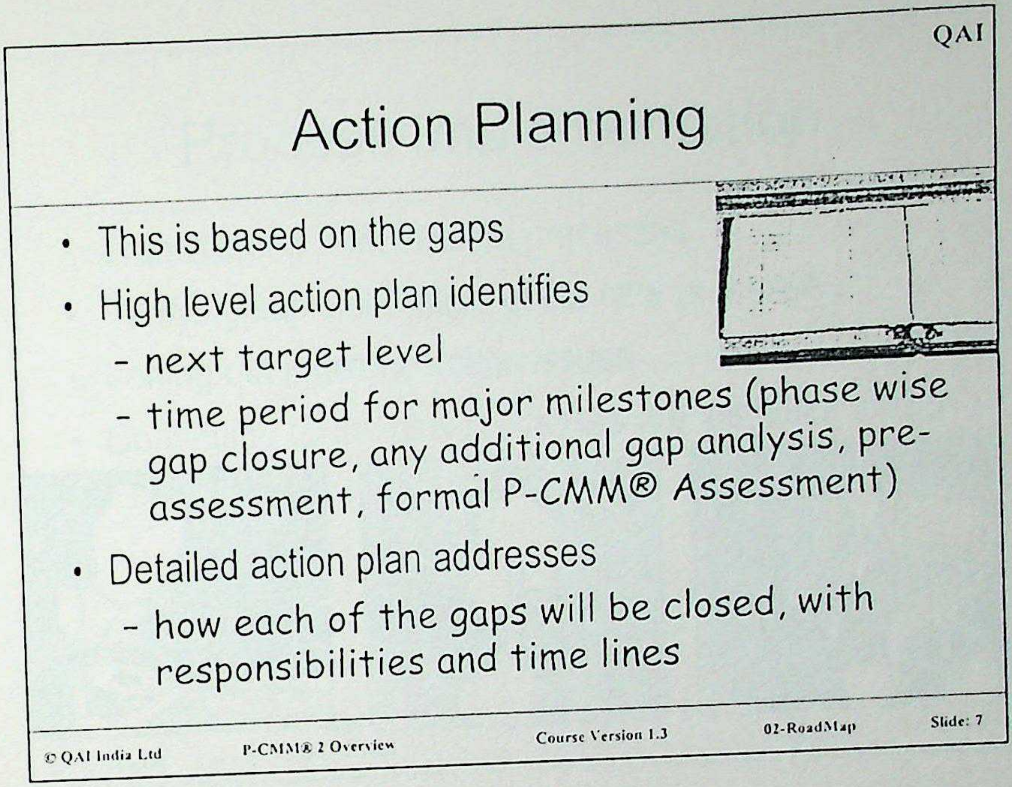

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Action Planning

- This is based on the gaps
- High level action plan identifies
    - next target level
    - time period for major milestones (phase wise gap closure, any additional gap analysis, pre-assessment, formal P-CMM® Assessment)
- Detailed action plan addresses
    - how each of the gaps will be closed, with responsibilities and time lines

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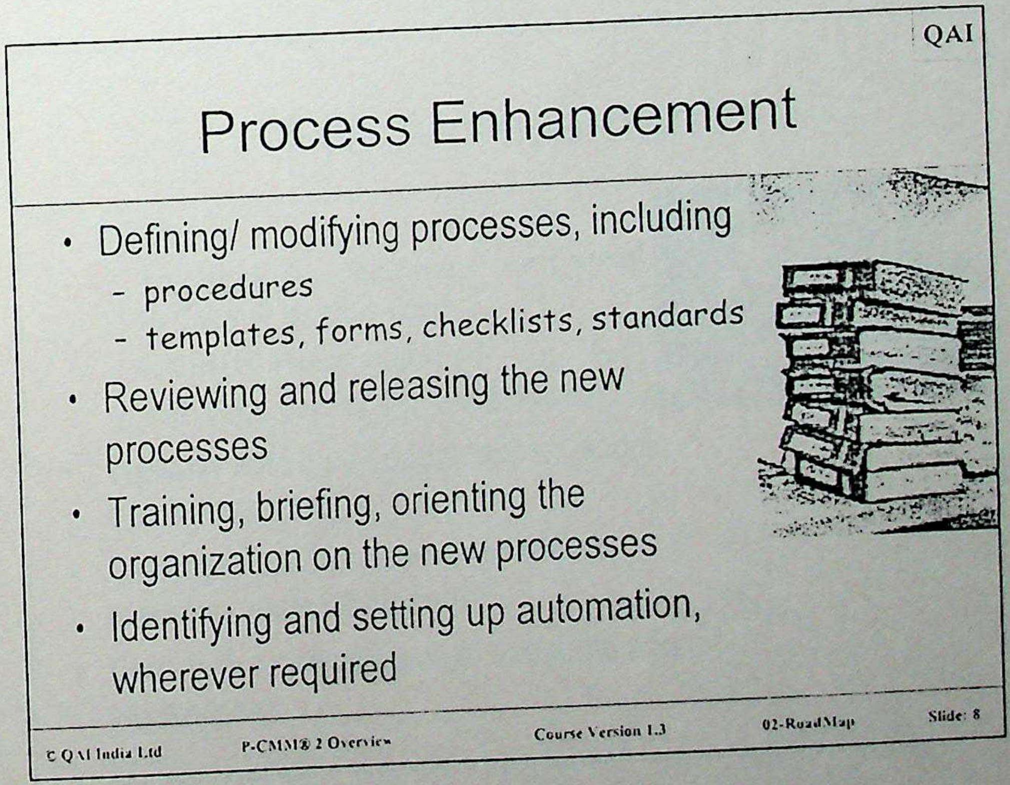

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Process Enhancement

- Defining/ modifying processes, including
    - procedures
    - templates, forms, checklists, standards
- Reviewing and releasing the new processes
- Training, briefing, orienting the organization on the new processes
- Identifying and setting up automation, wherever required

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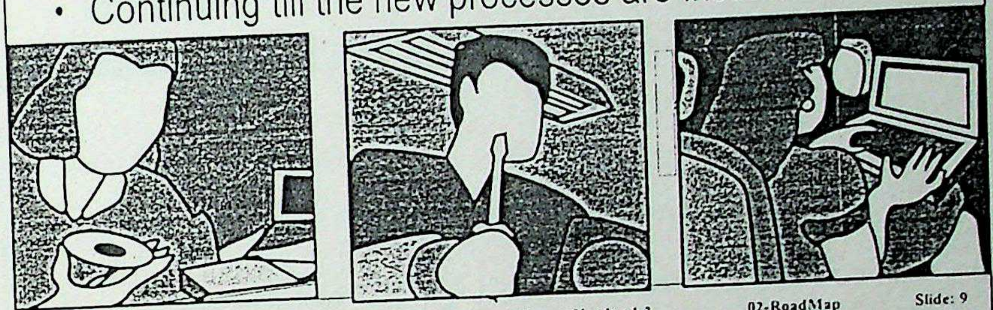
Process Implementation

- Transitioning from existing processes
- Verifying implementation of the new processes
- Ironing out implementation issues
- Continuing till the new processes are institutionalized



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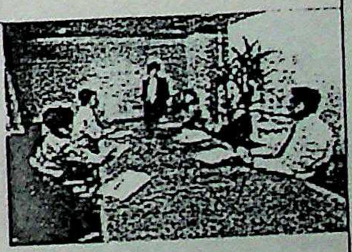
Pre-Assessment

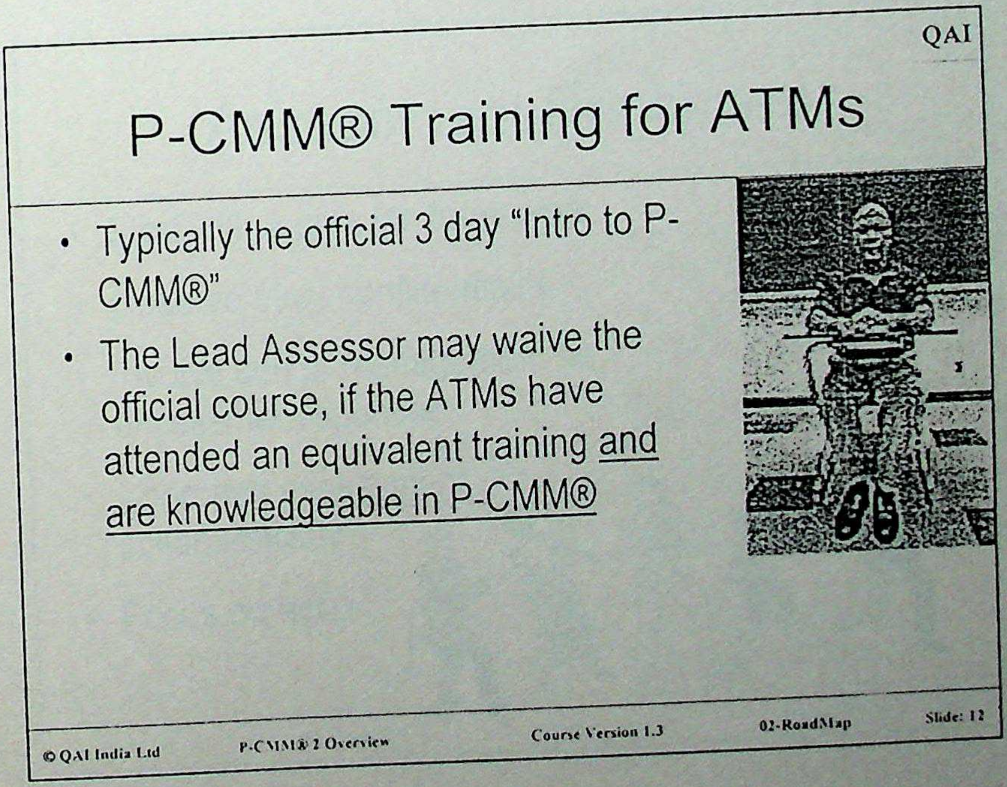


- Purpose
  - to check for readiness for formal P-CMM® assessment
  - identify minor gaps
  - set time frame for assessment
- Typically lead by a Lead Assessor and a 4 to 6 day activity
- The organization's assessment team members assist the leader
- Ends with a presentation of strengths and weaknesses

QAI

Close Pre Assessment Gaps

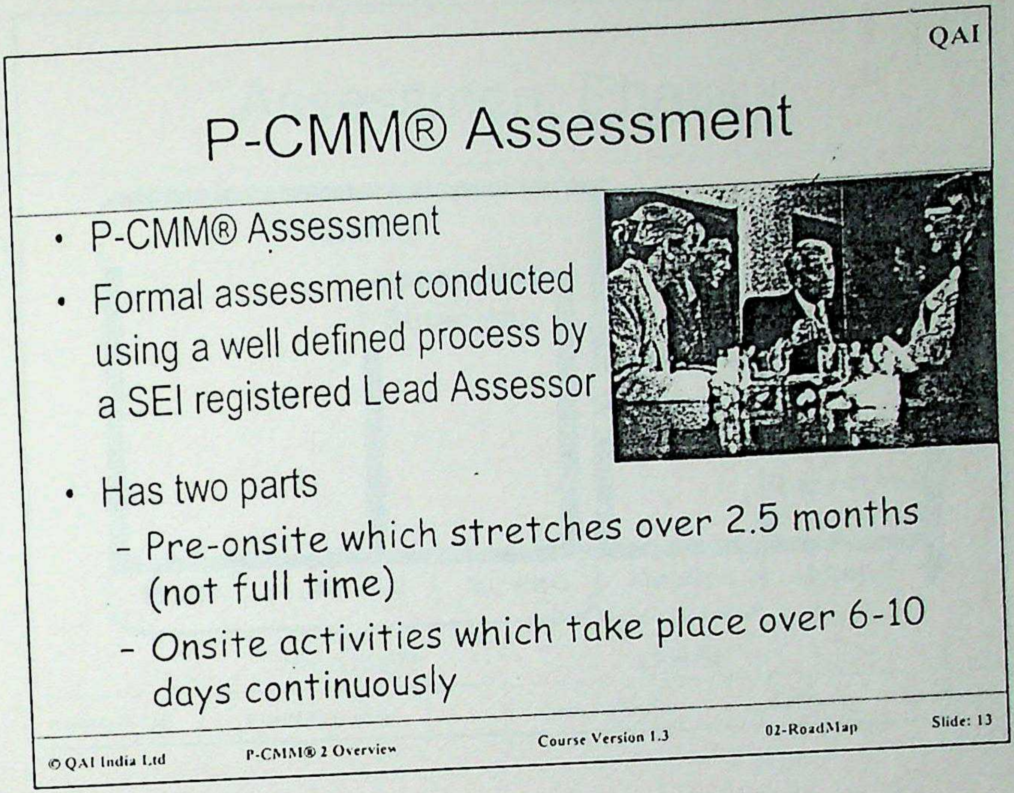
- Make action plan
- Change processes as required
- Training, orient, brief members of the organization as required
- Implement and institutionalize



QAI

P-CMM® Training for ATMs

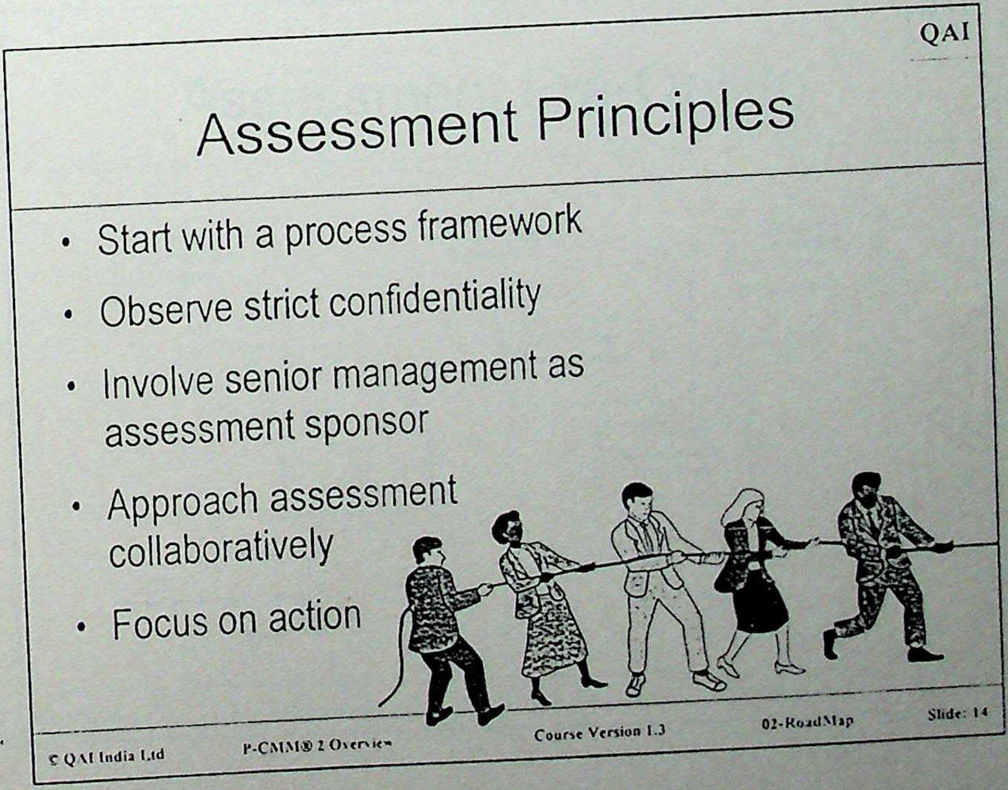
- Typically the official 3 day "Intro to P-CMM®"
- The Lead Assessor may waive the official course, if the ATMs have attended an equivalent training and are knowledgeable in P-CMM®



QAI

P-CMM® Assessment

- P-CMM® Assessment
- Formal assessment conducted using a well defined process by a SEI registered Lead Assessor
- Has two parts
  - Pre-onsite which stretches over 2.5 months (not full time)
  - Onsite activities which take place over 6-10 days continuously



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Assessment Principles

- Start with a process framework
- Observe strict confidentiality
- Involve senior management as assessment sponsor
- Approach assessment collaboratively
- Focus on action

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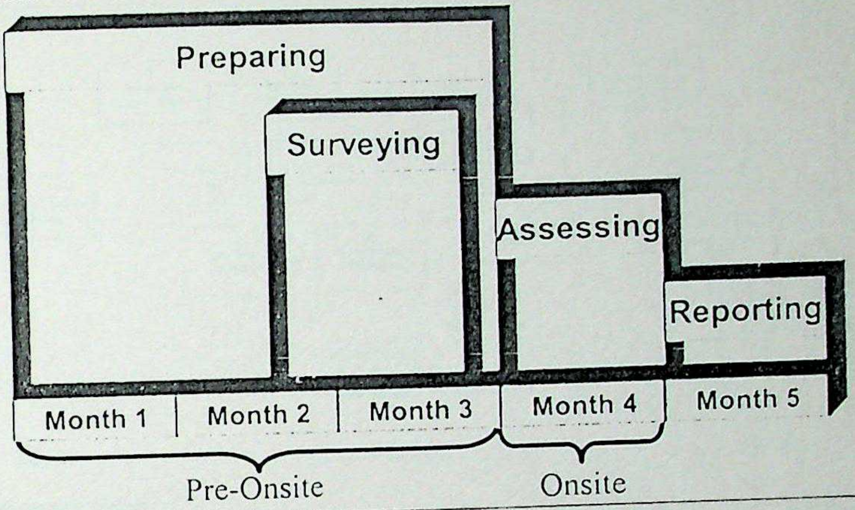
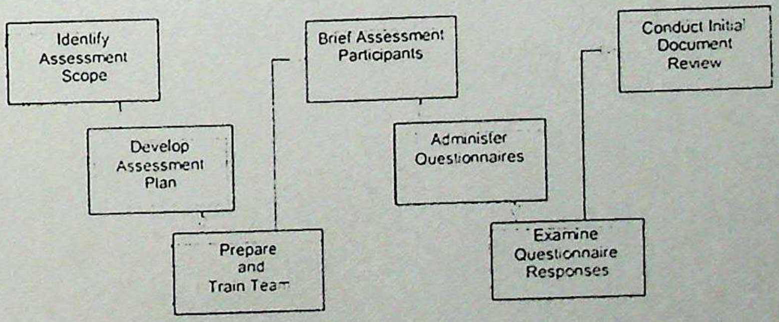
Assessment Phases


Preparing
Surveying
Assessing
Reporting
Month 1
Month 2
Month 3
Month 4
Month 5
Pre-Onsite
Onsite

QAI

Assessment Pre-Onsite


Identify Assessment Scope
Develop Assessment Plan
Prepare and Train Team
Brief Assessment Participants
Administer Questionnaires
Examine Questionnaire Responses
Conduct Initial Document Review

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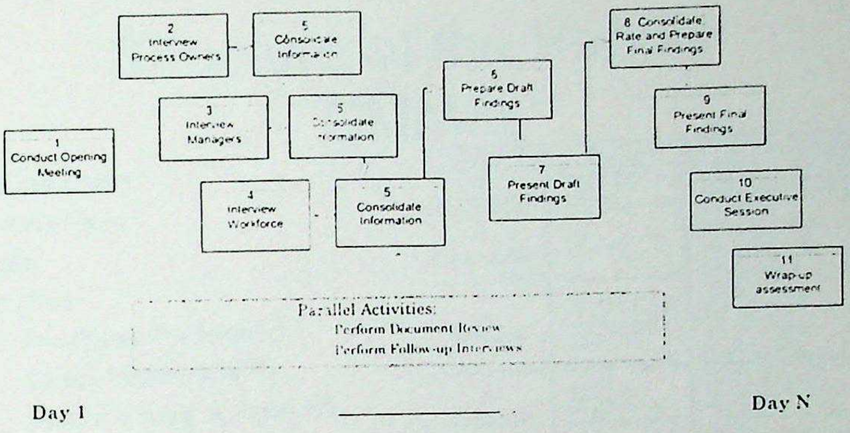
Assessment Onsite



1 Conduct Opening Meeting

2 Interview Process Owners

5 Consolidate Information

3 Interview Managers

5 Consolidate Information

4 Interview Workforce

5 Consolidate Information

6 Prepare Draft Findings

7 Present Draft Findings

8 Consolidate Rate and Prepare Final Findings

9 Present Final Findings

10 Conduct Executive Session

11 Wrap-up assessment

Parallel Activities:
Perform Document Review
Perform Follow-up Interviews

Day 1

Day N

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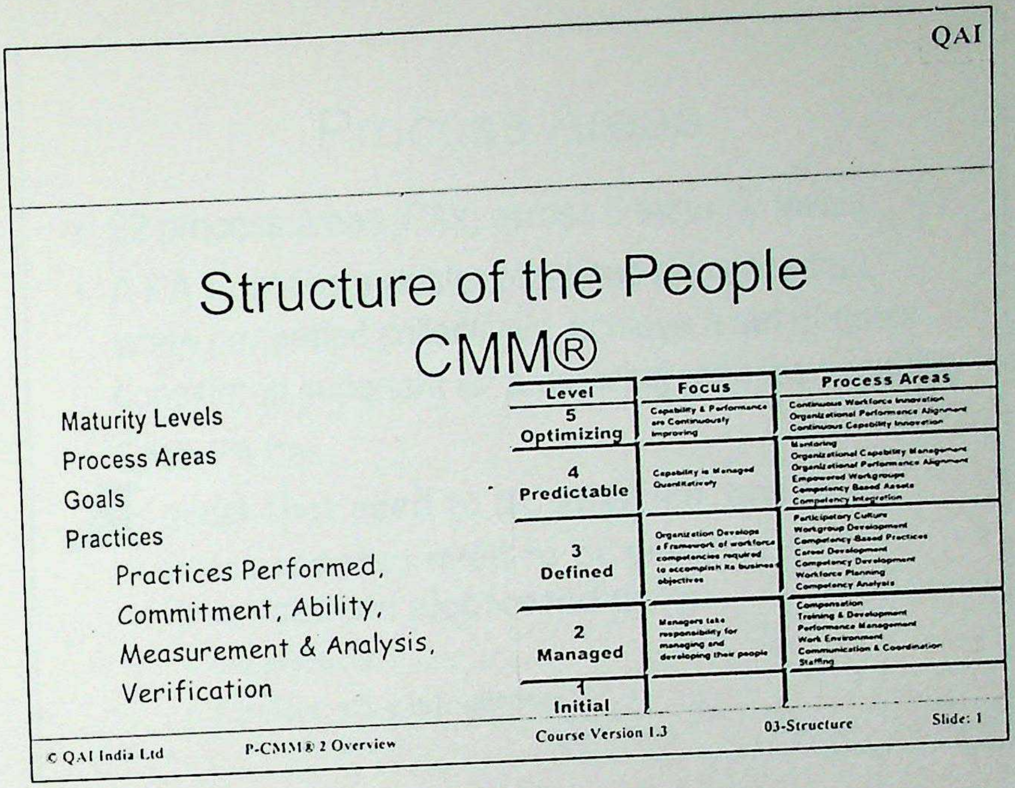

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Structure of the People CMM®

- Maturity Levels
- Process Areas
- Goals
- Practices
  - Practices Performed, Commitment, Ability, Measurement & Analysis, Verification

Level	Focus	Process Areas
5 Optimizing	Capability & Performance are Continuously improving	Continuous Workforce Innovation Organizational Performance Alignment Continuous Capability Innovation
4 Predictable	Capability is Managed Quantitatively	Mentoring Organizational Capability Management Organizational Performance Alignment Empowered Workgroups Competency Based Assets Competency Integration
3 Defined	Organization Develops a Framework of workforce competencies required to accomplish its business objectives	Participatory Culture Workgroup Development Competency Based Practices Career Development Competency Development Workforce Planning Competency Analysis
2 Managed	Managers take responsibility for managing and developing their people	Compensation Training & Development Performance Management Work Environment Communication & Coordination Staffing
1 Initial		

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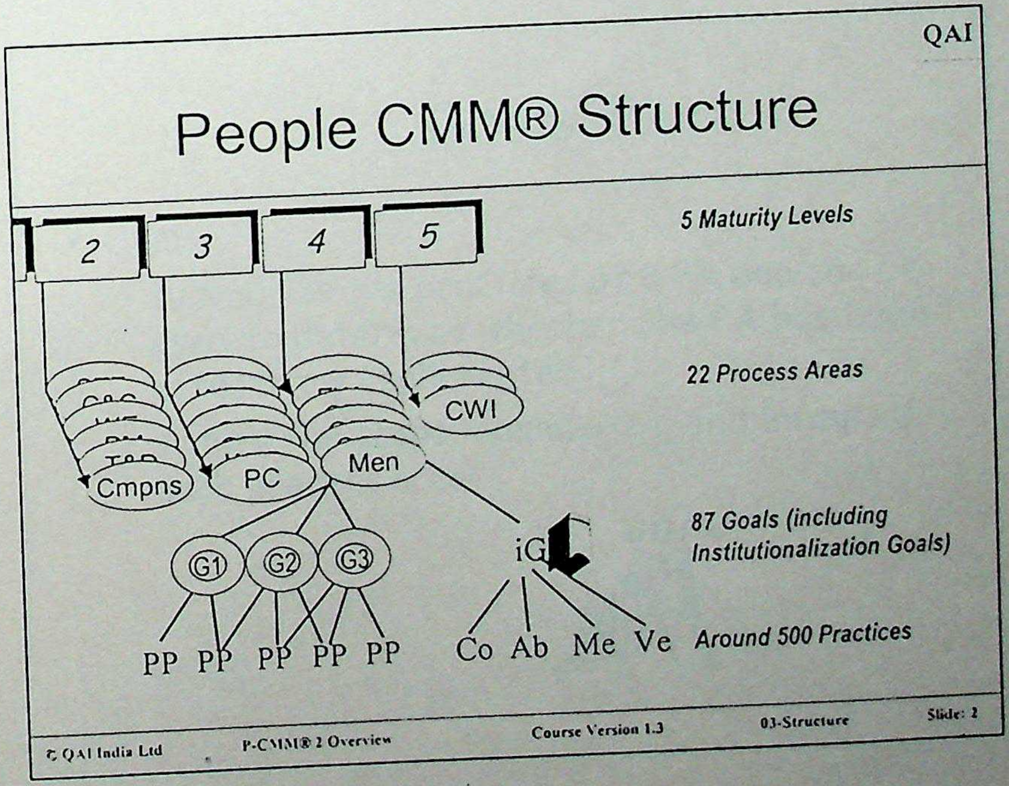

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People CMM® Structure

5 Maturity Levels

22 Process Areas

87 Goals (including Institutionalization Goals)

Around 500 Practices

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Process Areas

- 22 process areas (PAs) across 5 maturity levels
- A PA identifies a cluster of related practices that, when performed collectively, achieve a set of goals considered important for enhancing process capability
- Each PA has

  - goals that need to be satisfied, and
  - practices that need to be practiced. Practices are elaborated using:
    - sub practices
    - supplementary information

Goals

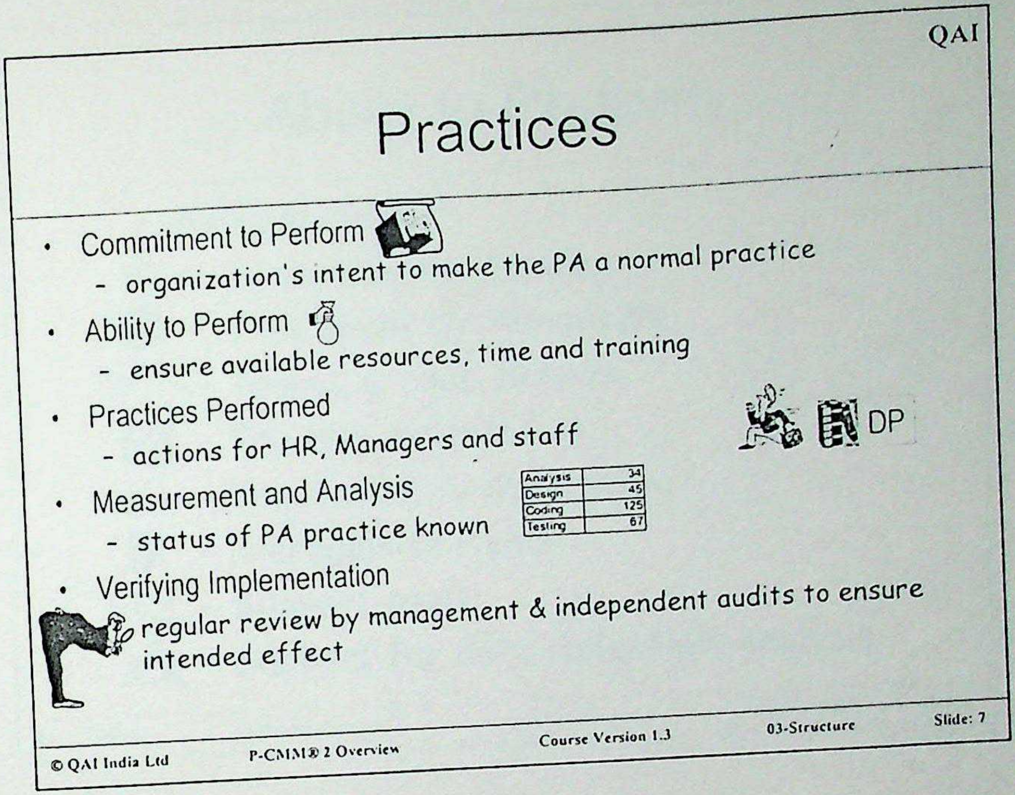
- Goals
  - summarize the practices of a PA and can be used to determine whether the PA has been effectively implemented
  - signify the scope, boundaries, and intent of each process area

Practices

- Practices
  - attributes that indicate whether implementation/ institutionalization of a process area is effective, repeatable, and lasting
- Two broad types of practices
  - Practices Performed (like "activities" in SW CMM®)
  - Institutionalization related
    - Commitment to Perform
    - Ability to Perform
    - Measurement and Analysis
    - Verifying Implementation

Institutionalization

- Entails building an infrastructure and a corporate culture that supports the methods, practices, and procedures of the business so that they endure after those who originally defined them have gone
- Organization "culture" conveys process
- The culture is nurtured by management - role models, rewards
- The process survives personnel turnover
- Practice becomes habit



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Practices

- Commitment to Perform
  - organization's intent to make the PA a normal practice
- Ability to Perform
  - ensure available resources, time and training
- Practices Performed
  - actions for HR, Managers and staff
- Measurement and Analysis
  - status of PA practice known
- Verifying Implementation
  - regular review by management & independent audits to ensure intended effect

DP

Analysis	34
Design	45
Coding	125
Testing	67

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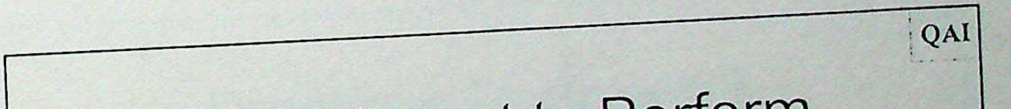

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Commitment to Perform

- Commitment to Perform
  - Policy Statements
  - Sponsorship
  - Leadership

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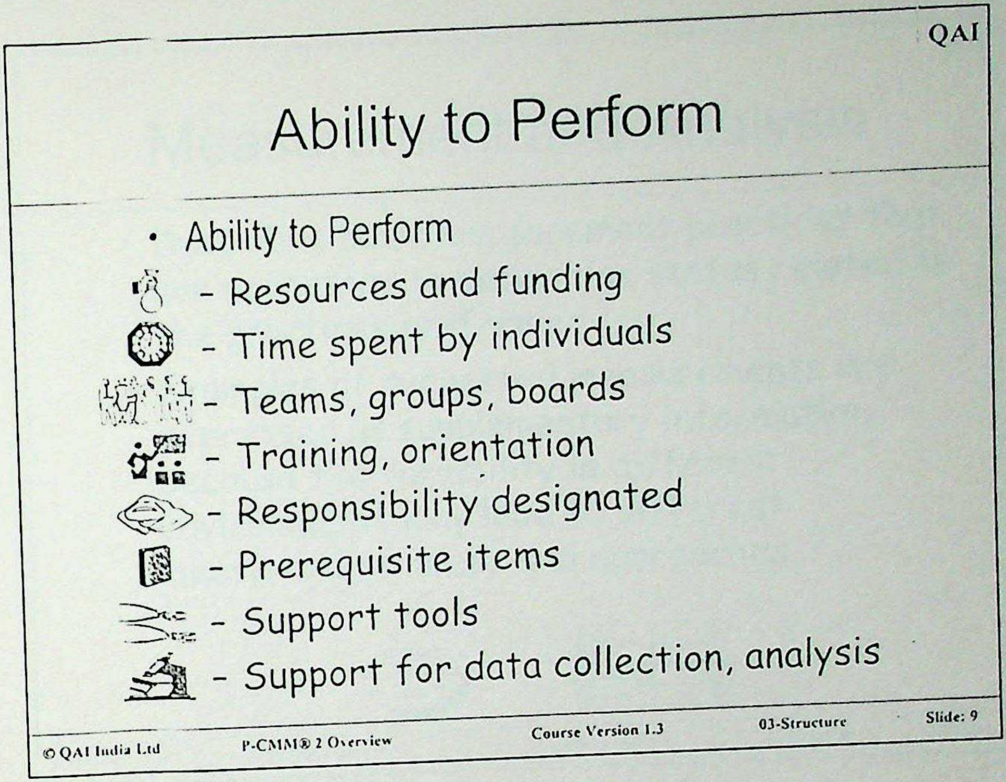

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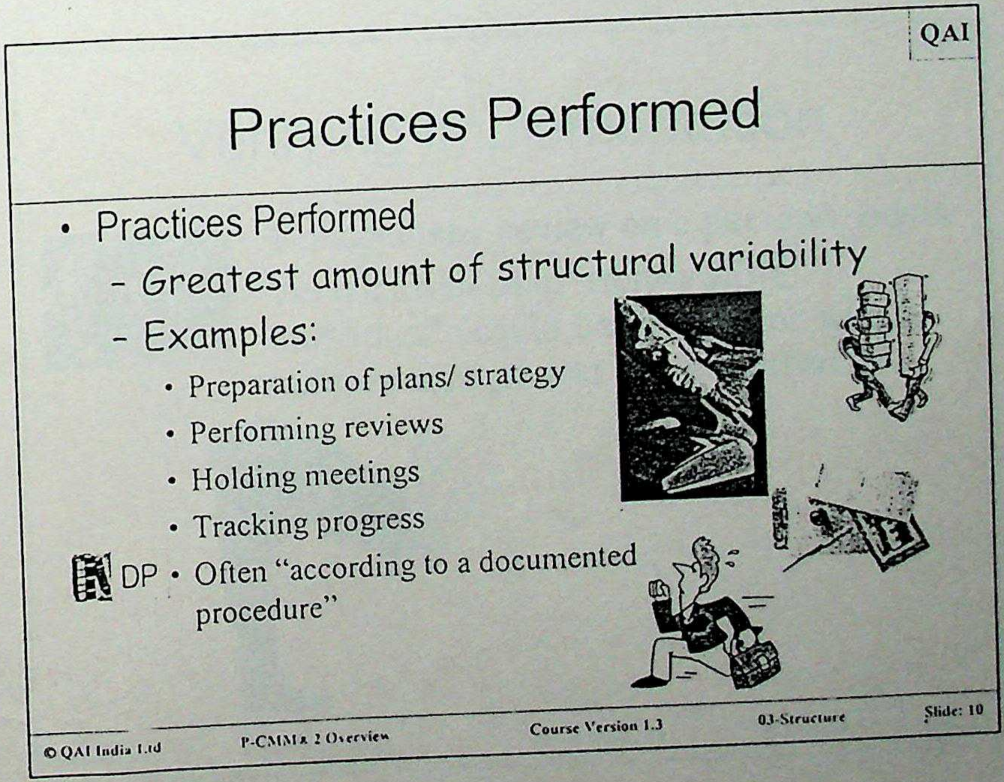
Ability to Perform

- Ability to Perform
  - Resources and funding
  - Time spent by individuals
  - Teams, groups, boards
  - Training, orientation
  - Responsibility designated
  - Prerequisite items
  - Support tools
  - Support for data collection, analysis



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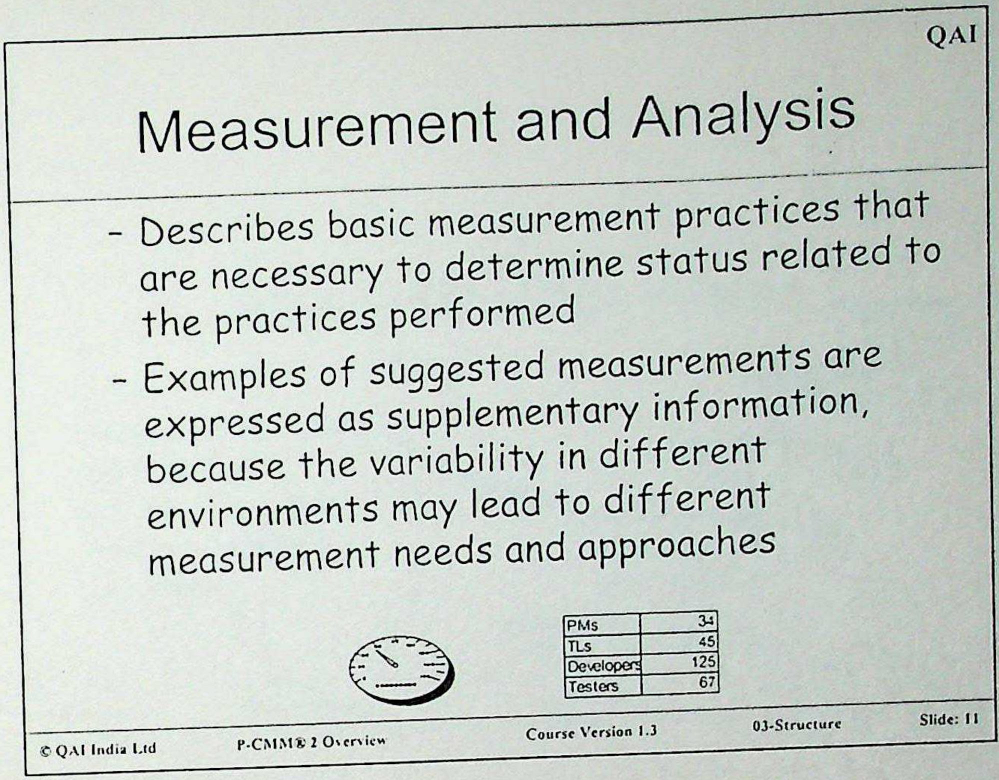
Practices Performed

- Practices Performed
  - Greatest amount of structural variability
  - Examples:
    - Preparation of plans/ strategy
    - Performing reviews
    - Holding meetings
    - Tracking progress
    - DP Often “according to a documented procedure”



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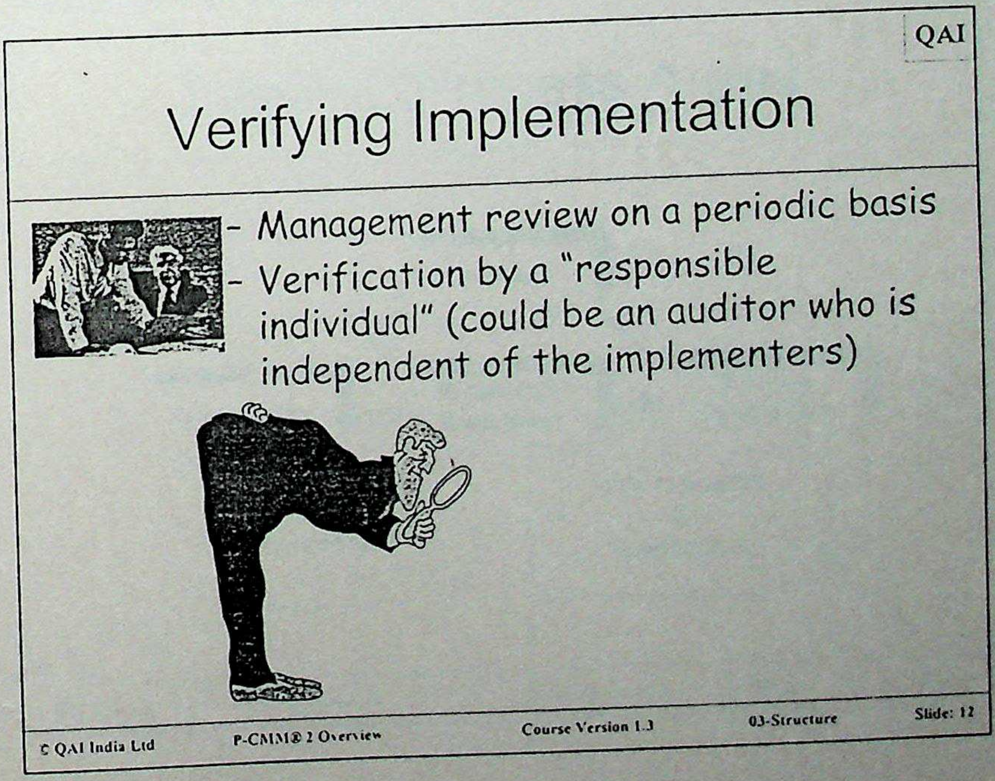
Measurement and Analysis

- Describes basic measurement practices that are necessary to determine status related to the practices performed
- Examples of suggested measurements are expressed as supplementary information, because the variability in different environments may lead to different measurement needs and approaches

PMs	34
TLs	45
Developers	125
Testers	67



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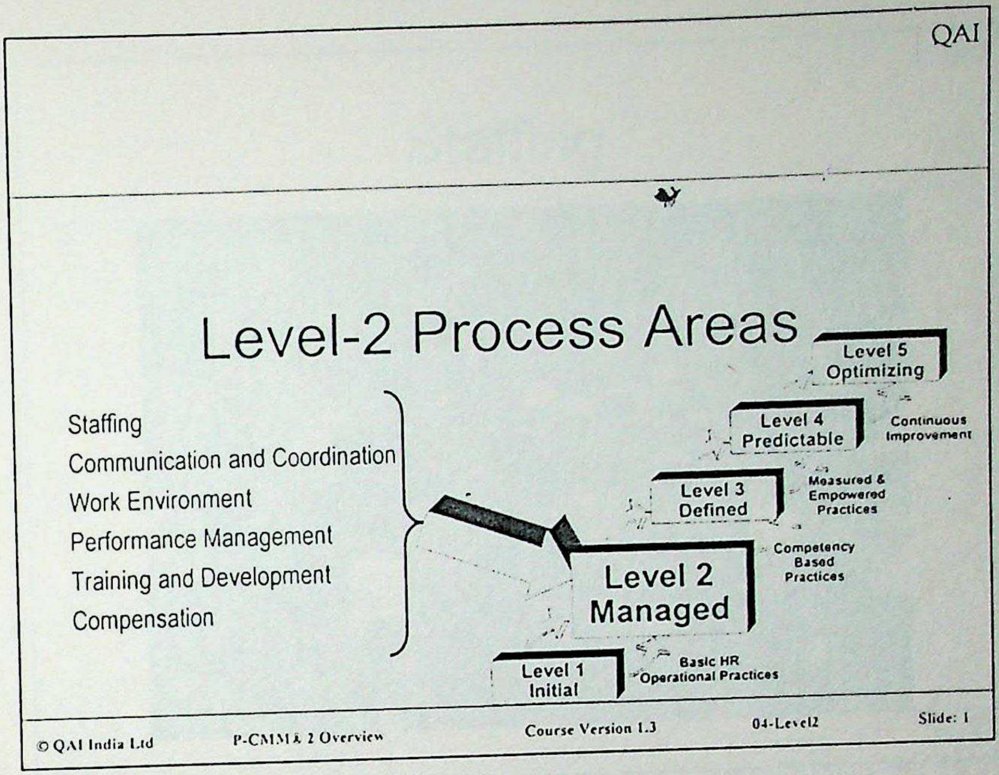
Verifying Implementation

- Management review on a periodic basis
- Verification by a "responsible individual" (could be an auditor who is independent of the implementers)



QAI

Level-2 Process Areas

- Staffing
- Communication and Coordination
- Work Environment
- Performance Management
- Training and Development
- Compensation

Level 5 Optimizing

Continuous Improvement

Level 4 Predictable

Measured & Empowered Practices

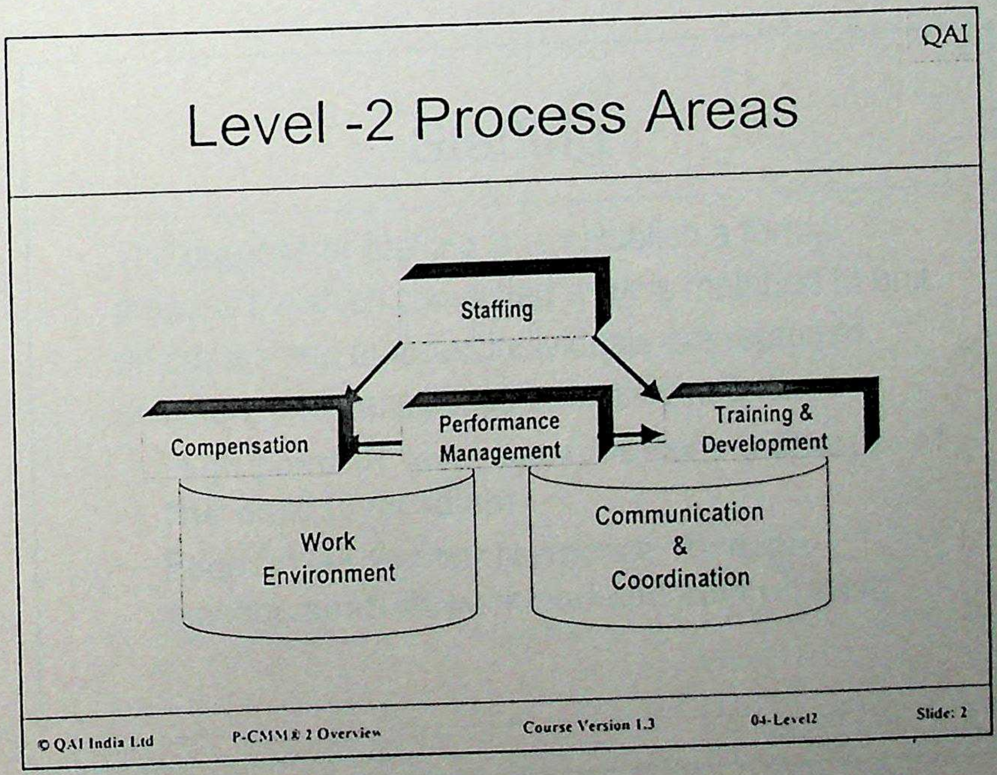
Level 3 Defined

Competency Based Practices

Level 2 Managed

Basic HR Operational Practices

Level 1 Initial



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Level -2 Process Areas

Staffing

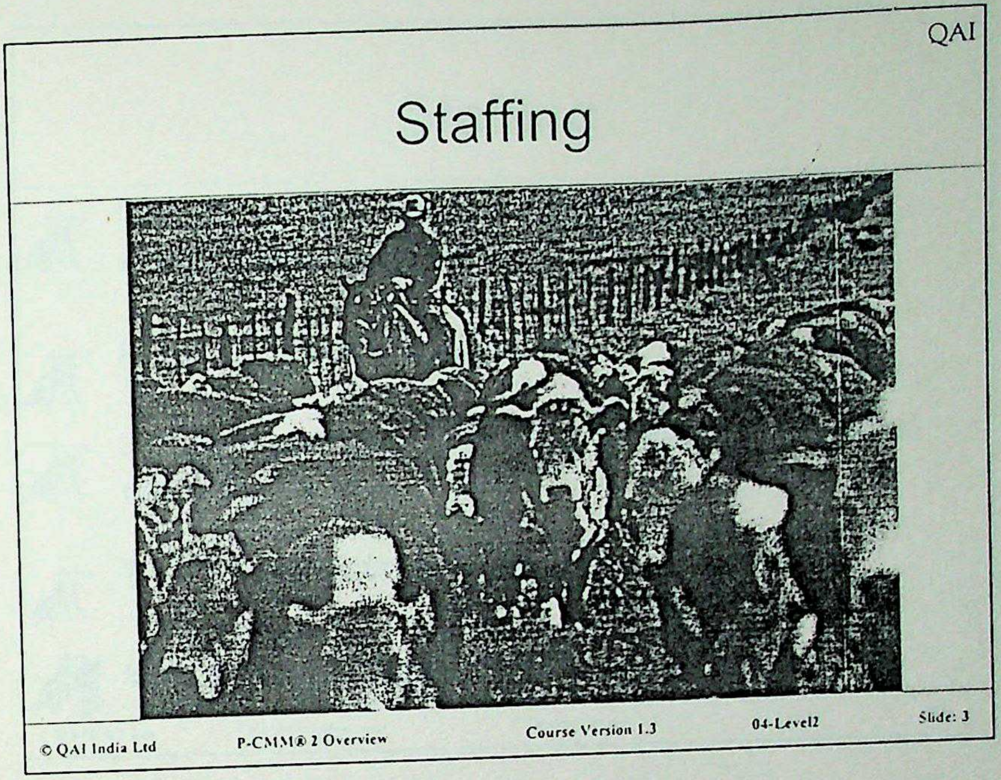
Compensation

Performance Management

Training & Development

Work Environment

Communication & Coordination



QAI

Staffing

QAI

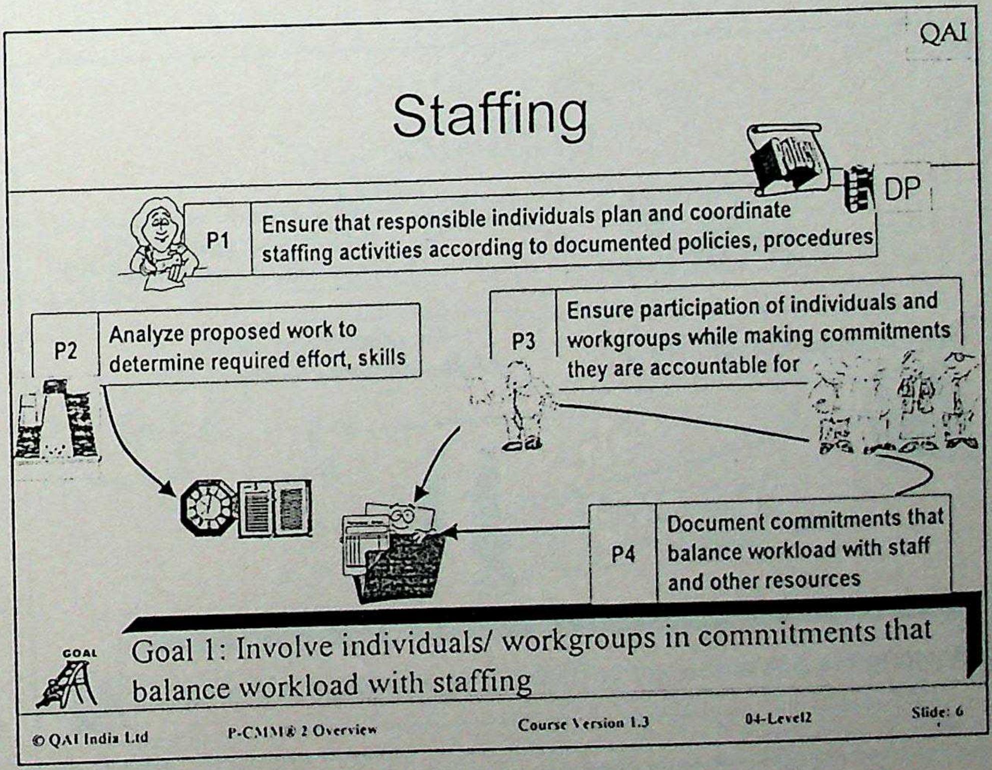
Staffing

- The purpose of Staffing is to establish a formal process by which committed work is matched to unit resources and qualified individuals are recruited, selected, and transitioned into assignments.
  - High point of leverage to ensure induction of the base level talent
  - Foundation for performance through management of workload and commitment

QAI

Staffing

- Involve individuals/ workgroups in commitments that balance workload with approved staffing
- Recruit candidates for open positions
- Use valid criteria (e.g., qualifications) for staffing decisions and work assignments
- Transition individuals into positions in an orderly way
- Institutionalize Staffing practices



QAI

Staffing

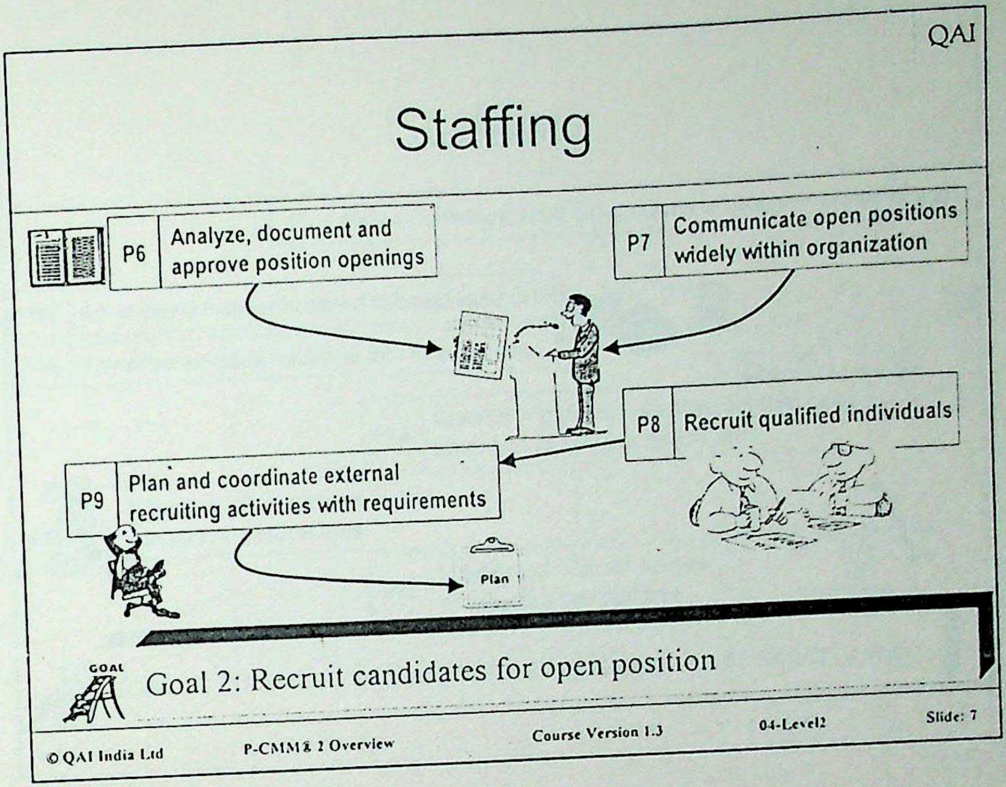
P1 Ensure that responsible individuals plan and coordinate staffing activities according to documented policies, procedures

P2 Analyze proposed work to determine required effort, skills

P3 Ensure participation of individuals and workgroups while making commitments they are accountable for

P4 Document commitments that balance workload with staff and other resources

Goal 1: Involve individuals/ workgroups in commitments that balance workload with staffing



QAI

Staffing

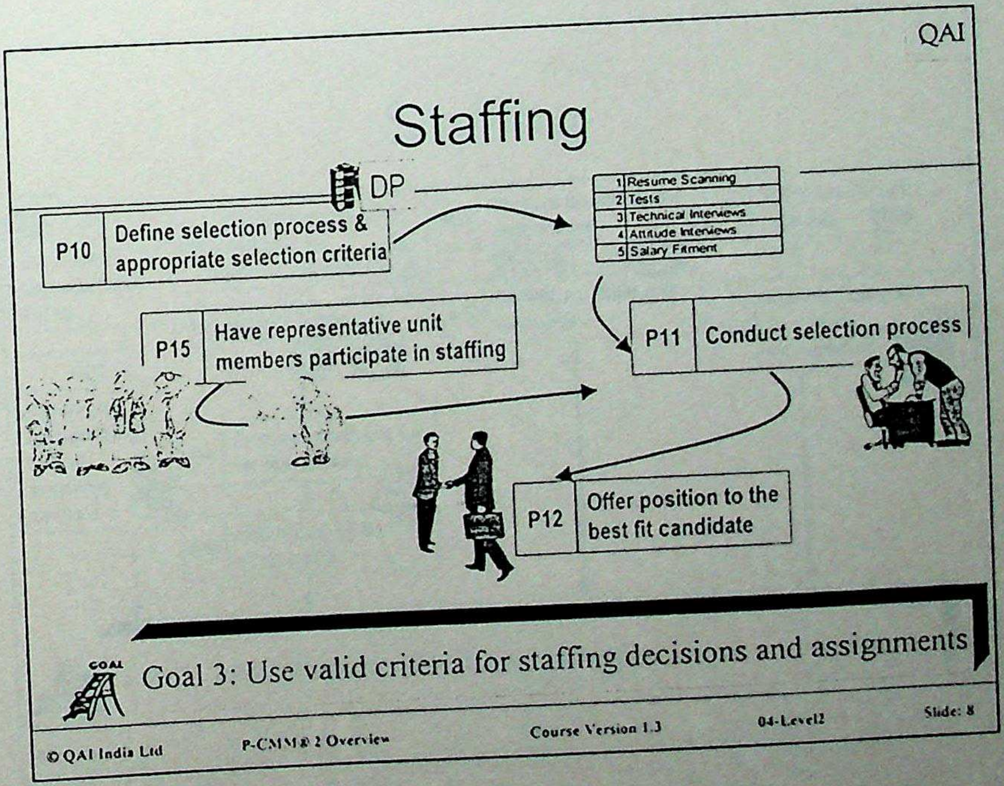
P6 Analyze, document and approve position openings

P7 Communicate open positions widely within organization

P8 Recruit qualified individuals

P9 Plan and coordinate external recruiting activities with requirements

Goal 2: Recruit candidates for open position



QAI

Staffing

P10 Define selection process & appropriate selection criteria

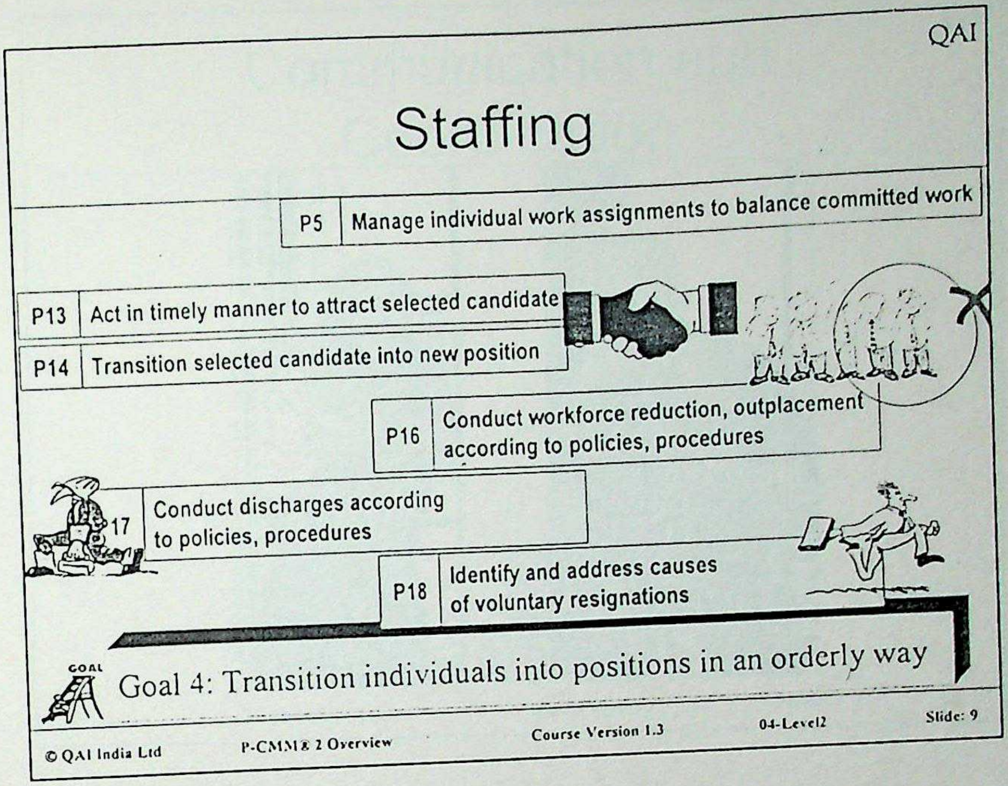
1. Resume Scanning
2. Tests
3. Technical Interviews
4. Attitude Interviews
5. Salary Fitment

P15 Have representative unit members participate in staffing

P11 Conduct selection process

P12 Offer position to the best fit candidate

Goal 3: Use valid criteria for staffing decisions and assignments



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Staffing

P5 Manage individual work assignments to balance committed work

P13 Act in timely manner to attract selected candidate

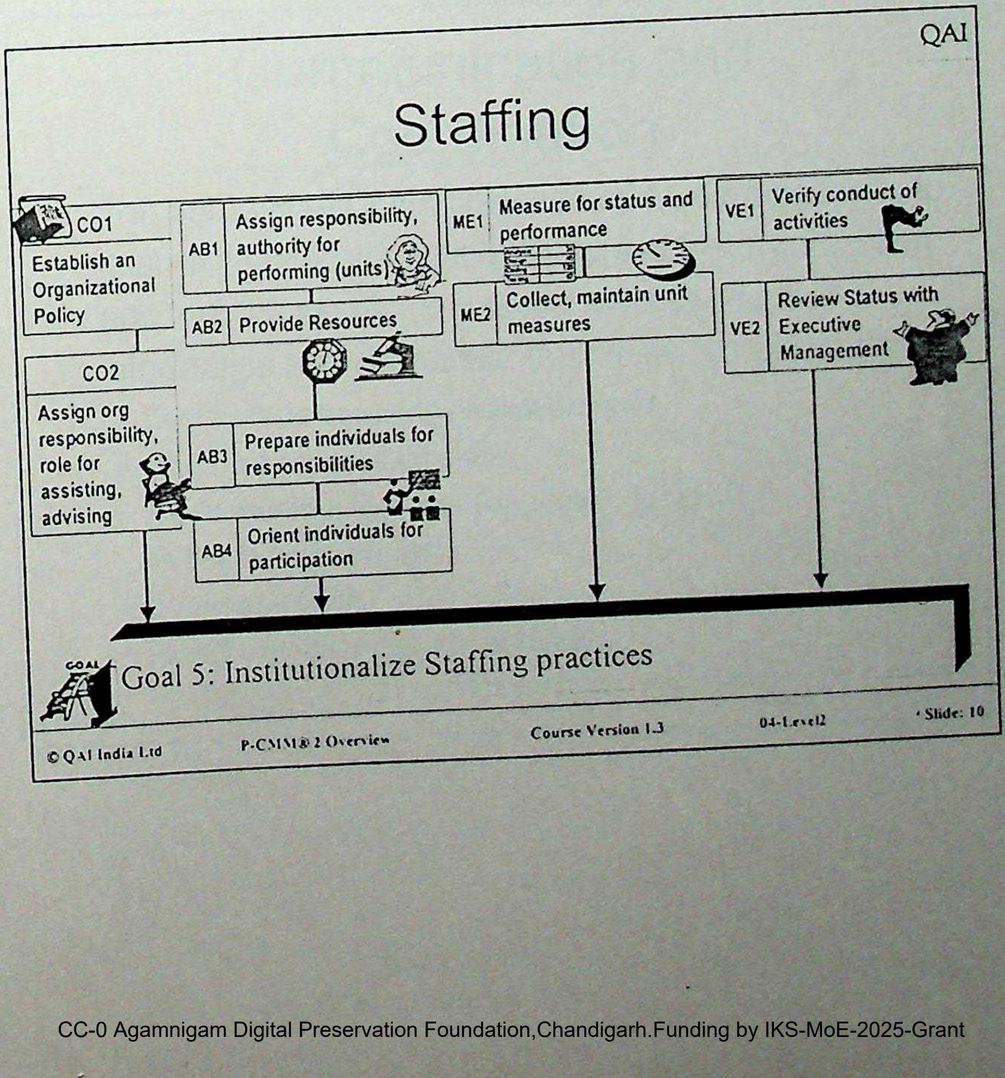
P14 Transition selected candidate into new position

P16 Conduct workforce reduction, outplacement according to policies, procedures

17 Conduct discharges according to policies, procedures

P18 Identify and address causes of voluntary resignations

Goal 4: Transition individuals into positions in an orderly way



QAI

Staffing

CO1 Establish an Organizational Policy

CO2 Assign org responsibility, role for assisting, advising

AB1 Assign responsibility, authority for performing (units)

AB2 Provide Resources

AB3 Prepare individuals for responsibilities

AB4 Orient individuals for participation

ME1 Measure for status and performance

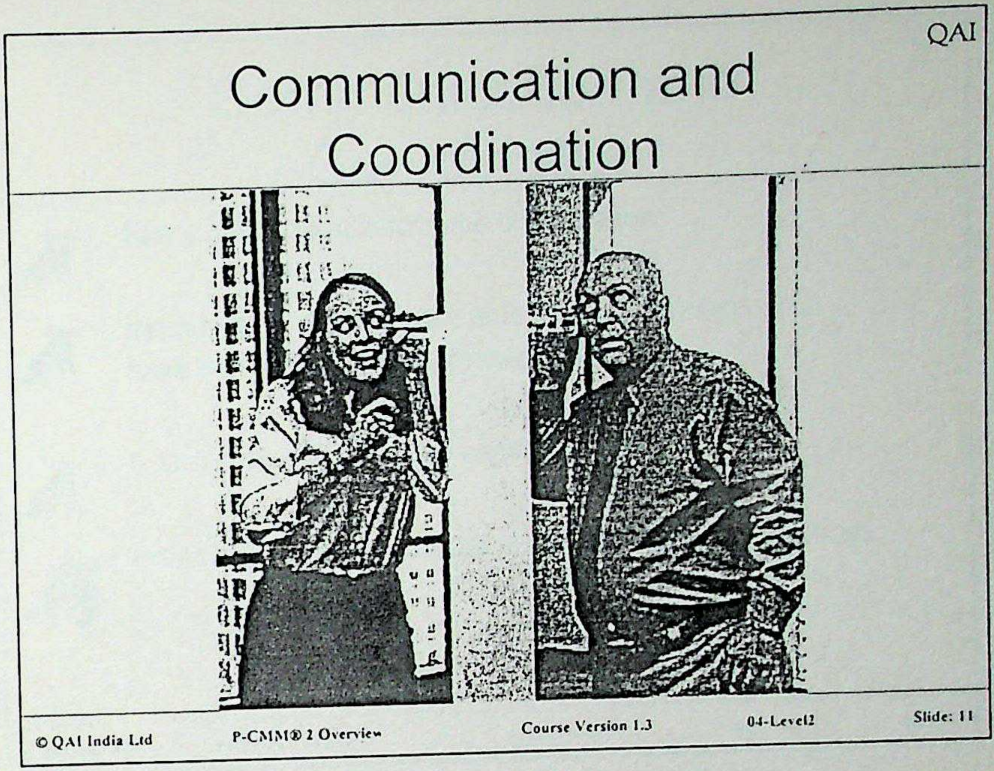
ME2 Collect, maintain unit measures

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 5: Institutionalize Staffing practices

M02



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Communication and Coordination

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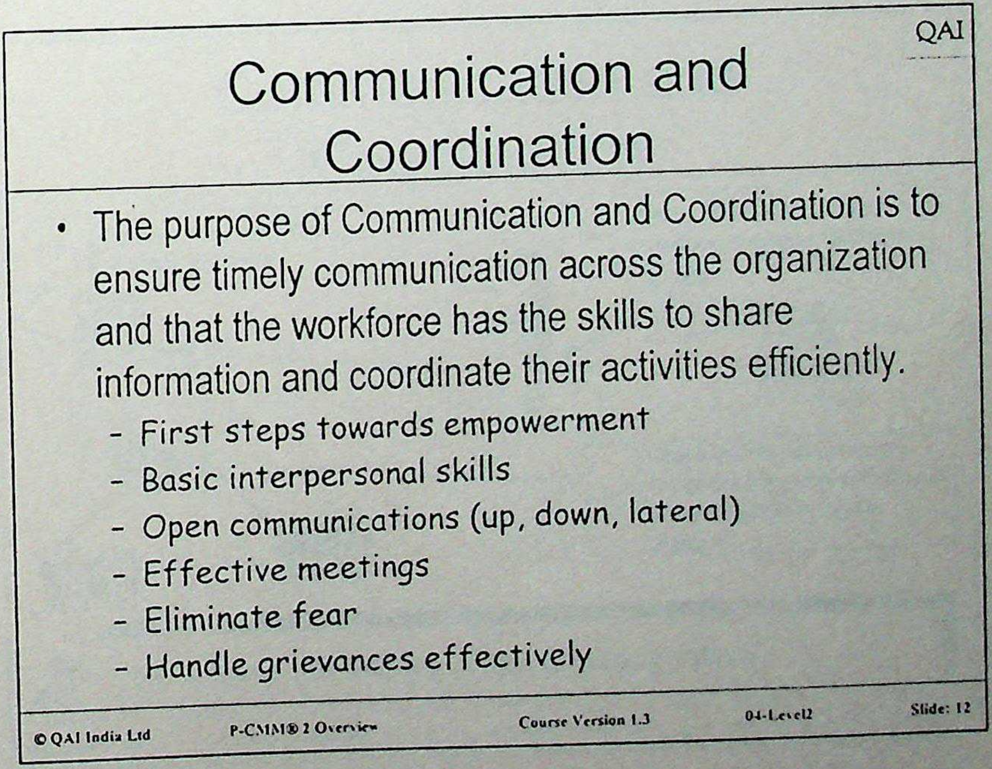

QAI

Communication and Coordination

- The purpose of Communication and Coordination is to ensure timely communication across the organization and that the workforce has the skills to share information and coordinate their activities efficiently.
  - First steps towards empowerment
  - Basic interpersonal skills
  - Open communications (up, down, lateral)
  - Effective meetings
  - Eliminate fear
  - Handle grievances effectively

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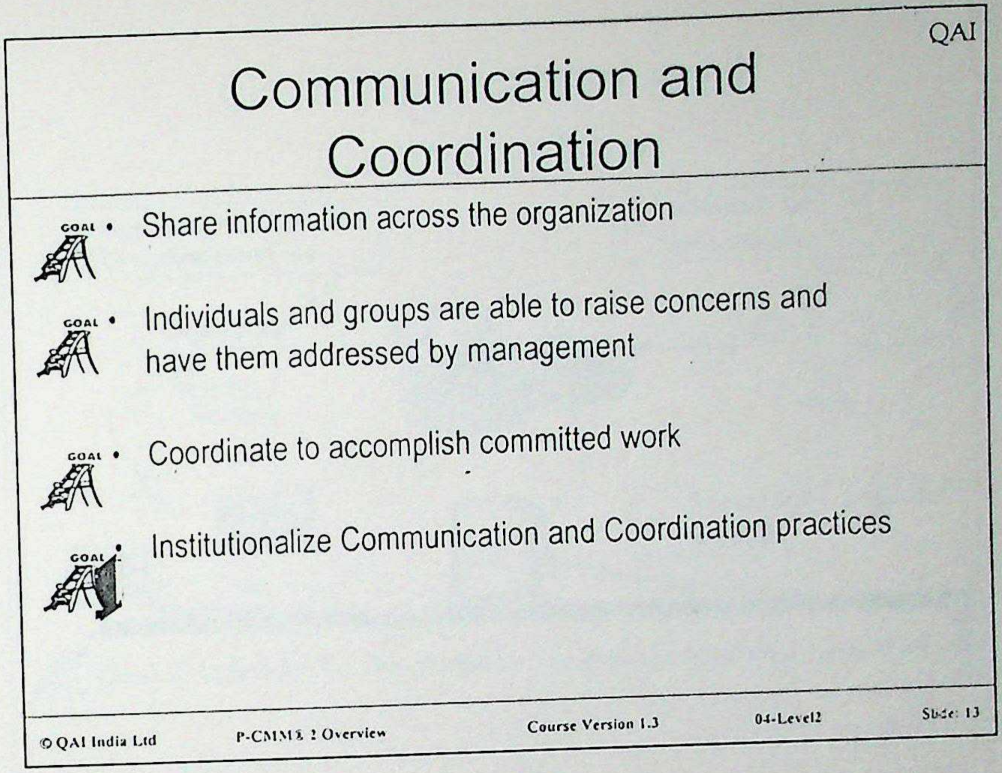
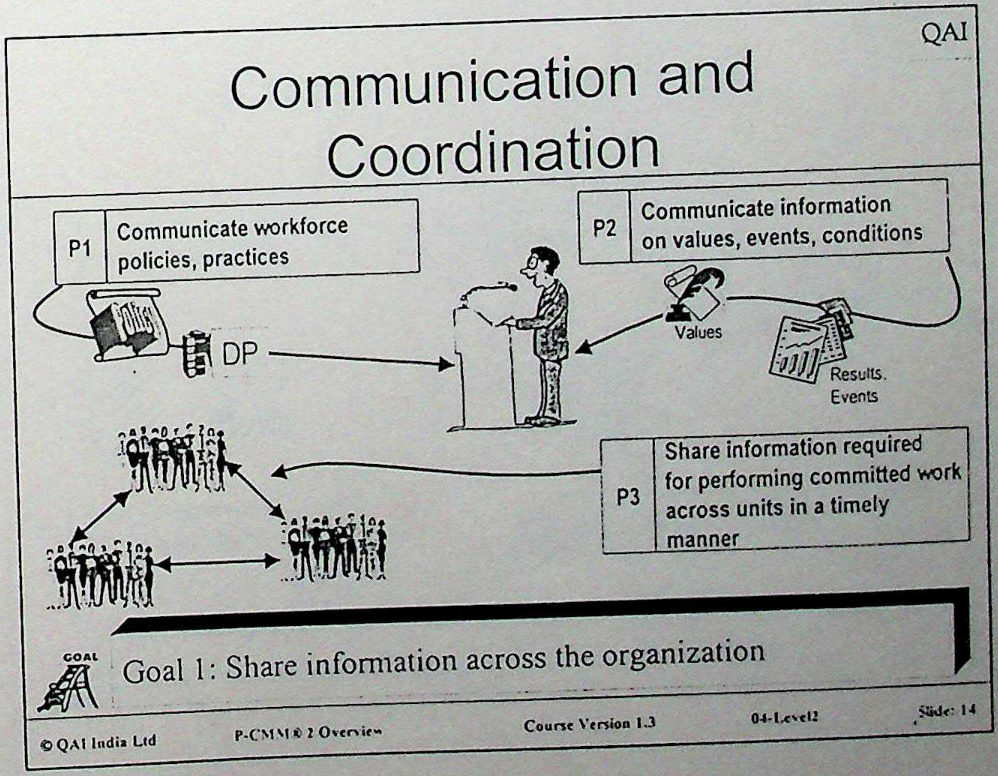


QAI

Communication and Coordination

- Share information across the organization
- Individuals and groups are able to raise concerns and have them addressed by management
- Coordinate to accomplish committed work
- Institutionalize Communication and Coordination practices



QAI

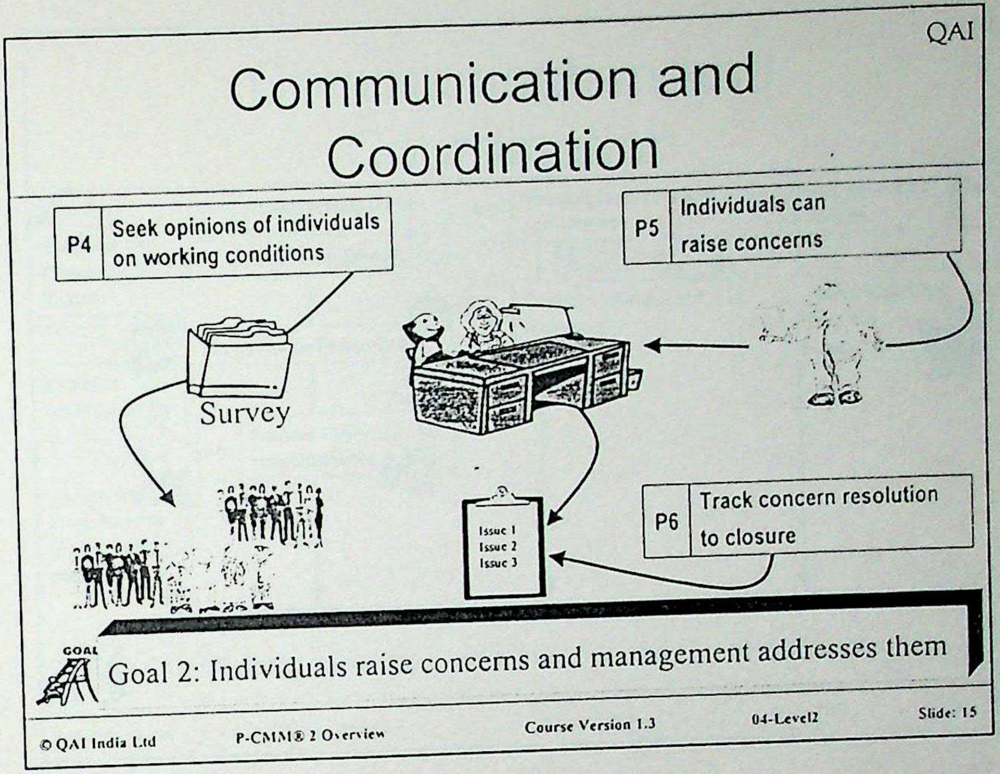
Communication and Coordination

P1 Communicate workforce policies, practices

P2 Communicate information on values, events, conditions

P3 Share information required for performing committed work across units in a timely manner

Goal 1: Share information across the organization



QAI

Communication and Coordination

P4 Seek opinions of individuals on working conditions

P5 Individuals can raise concerns

P6 Track concern resolution to closure

Survey
Issue 1
Issue 2
Issue 3
GOAL

Goal 2: Individuals raise concerns and management addresses them

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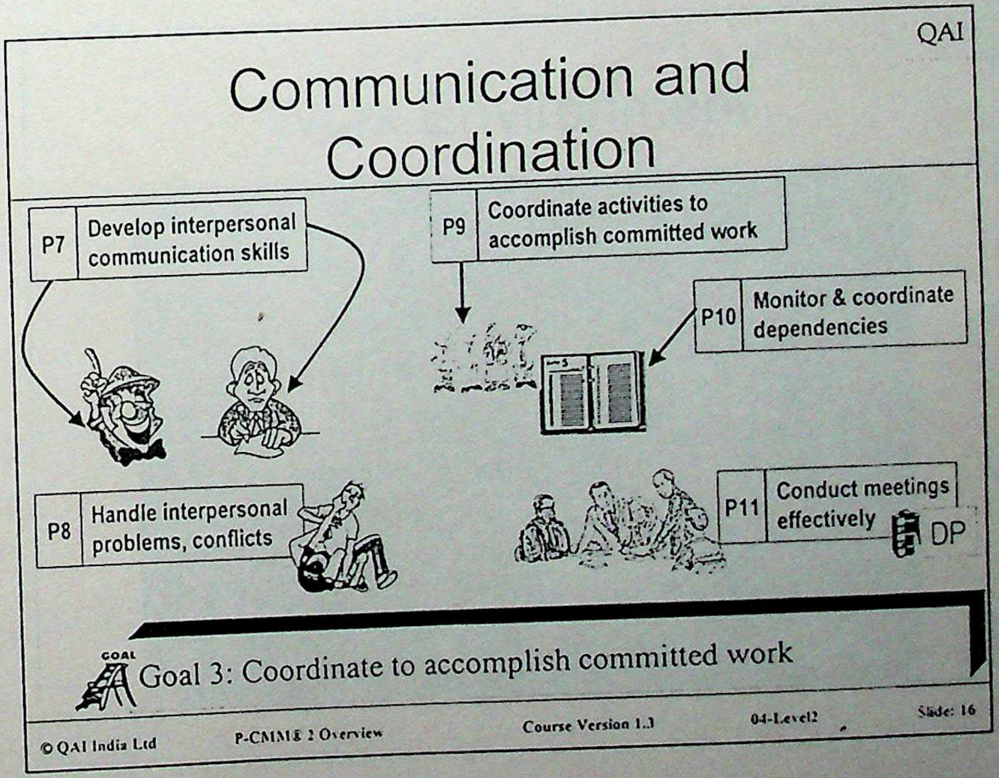

QAI

Communication and Coordination

P7 Develop interpersonal communication skills

P8 Handle interpersonal problems, conflicts

P9 Coordinate activities to accomplish committed work

P10 Monitor & coordinate dependencies

P11 Conduct meetings effectively

Goal 3: Coordinate to accomplish committed work

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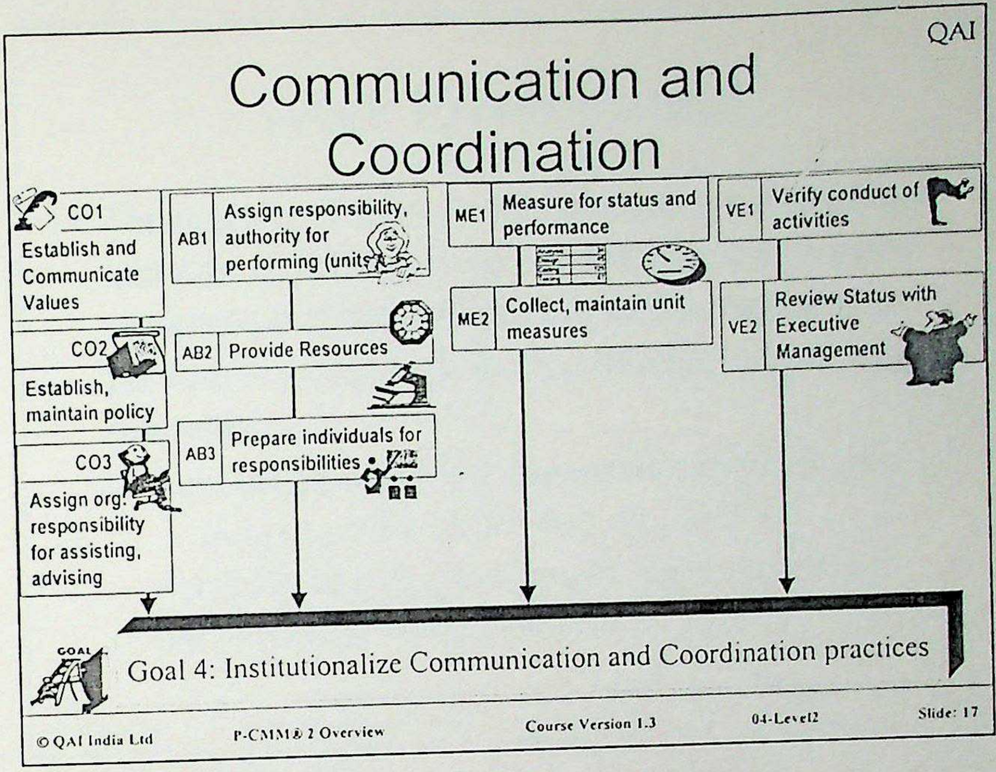

QAI

Communication and Coordination

CO1
Establish and Communicate Values

CO2
Establish, maintain policy

CO3
Assign org. responsibility for assisting, advising

AB1 Assign responsibility, authority for performing (units

AB2 Provide Resources

AB3 Prepare individuals for responsibilities

ME1 Measure for status and performance

ME2 Collect, maintain unit measures

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 4: Institutionalize Communication and Coordination practices

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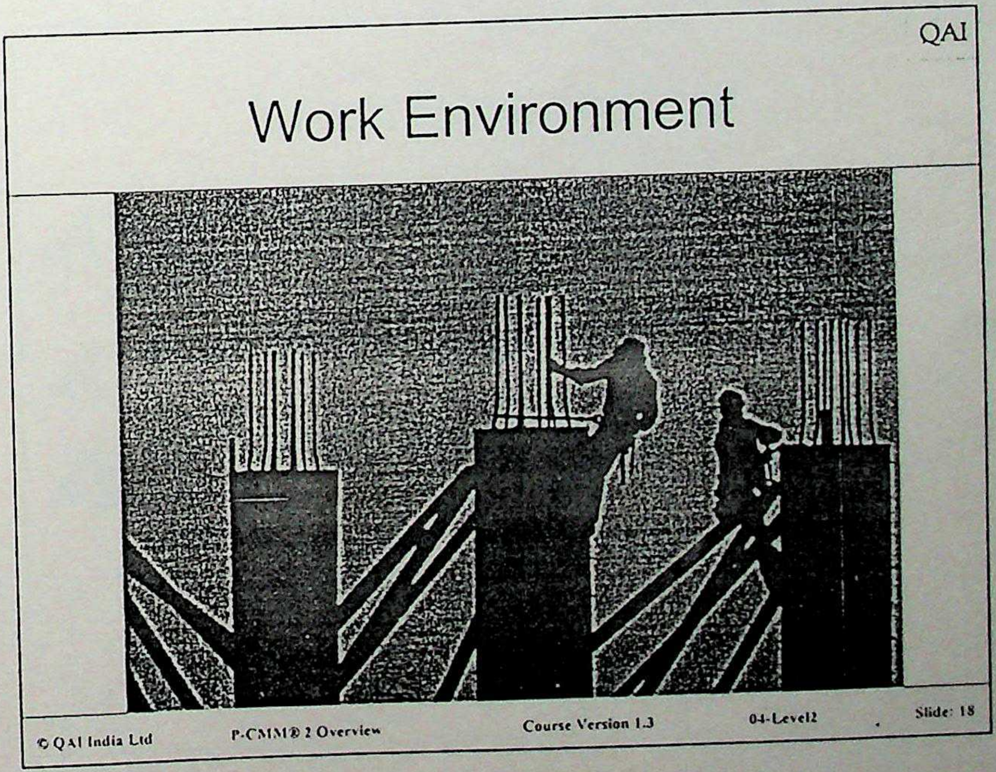

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Work Environment

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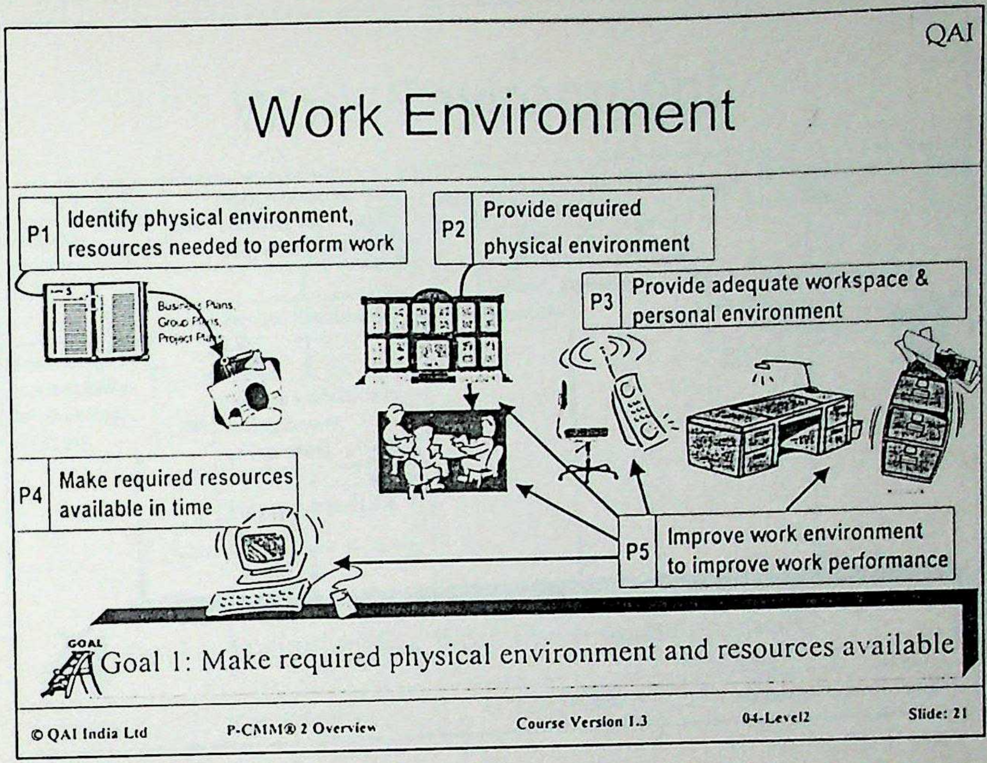
Work Environment

- The purpose of Work Environment is to establish and maintain physical working conditions and to provide resources that allow individuals and workgroups to perform their tasks efficiently and without unnecessary distractions.
  - Resources required for work assigned are:
    - analyzed, prioritized, provided and supported
  - Periodic improvements are done initiated (within budgetary limits)

QAI

Work Environment

- GOAL • Make available the required physical environment and resources
- GOAL • Minimize distractions in work environment
- GOAL • Institutionalize Work Environment practices



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Work Environment

P1 Identify physical environment, resources needed to perform work

P2 Provide required physical environment

P3 Provide adequate workspace & personal environment

P4 Make required resources available in time

P5 Improve work environment to improve work performance

Business Plans,
Group Plans,
Project Plans

GOAL Goal 1: Make required physical environment and resources available

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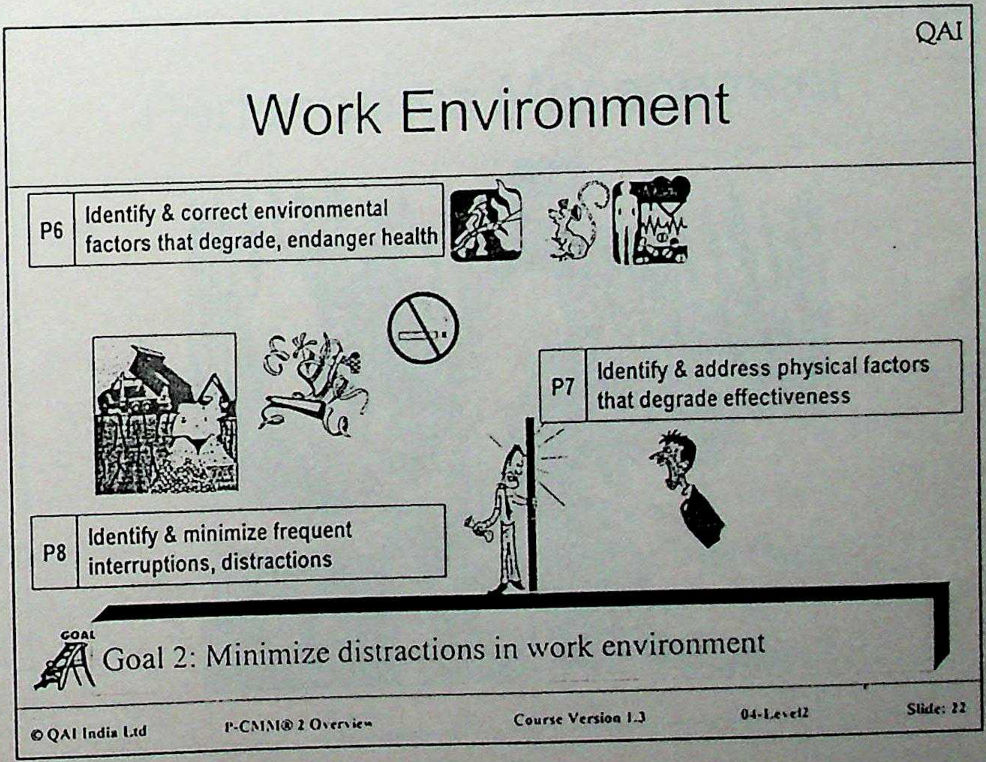

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Work Environment

P6 Identify & correct environmental factors that degrade, endanger health

P7 Identify & address physical factors that degrade effectiveness

P8 Identify & minimize frequent interruptions, distractions

GOAL Goal 2: Minimize distractions in work environment

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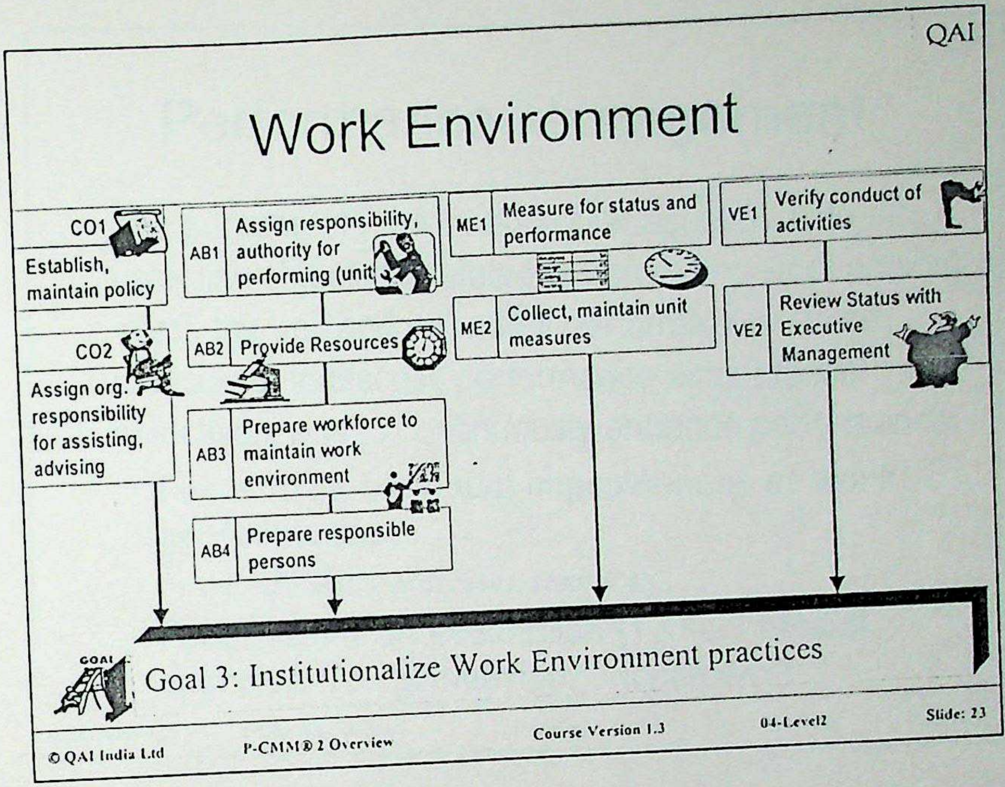

QAI

Work Environment

CO1 Establish, maintain policy

CO2 Assign org. responsibility for assisting, advising

AB1 Assign responsibility, authority for performing (unit

AB2 Provide Resources

AB3 Prepare workforce to maintain work environment

AB4 Prepare responsible persons

ME1 Measure for status and performance

ME2 Collect, maintain unit measures

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 3: Institutionalize Work Environment practices

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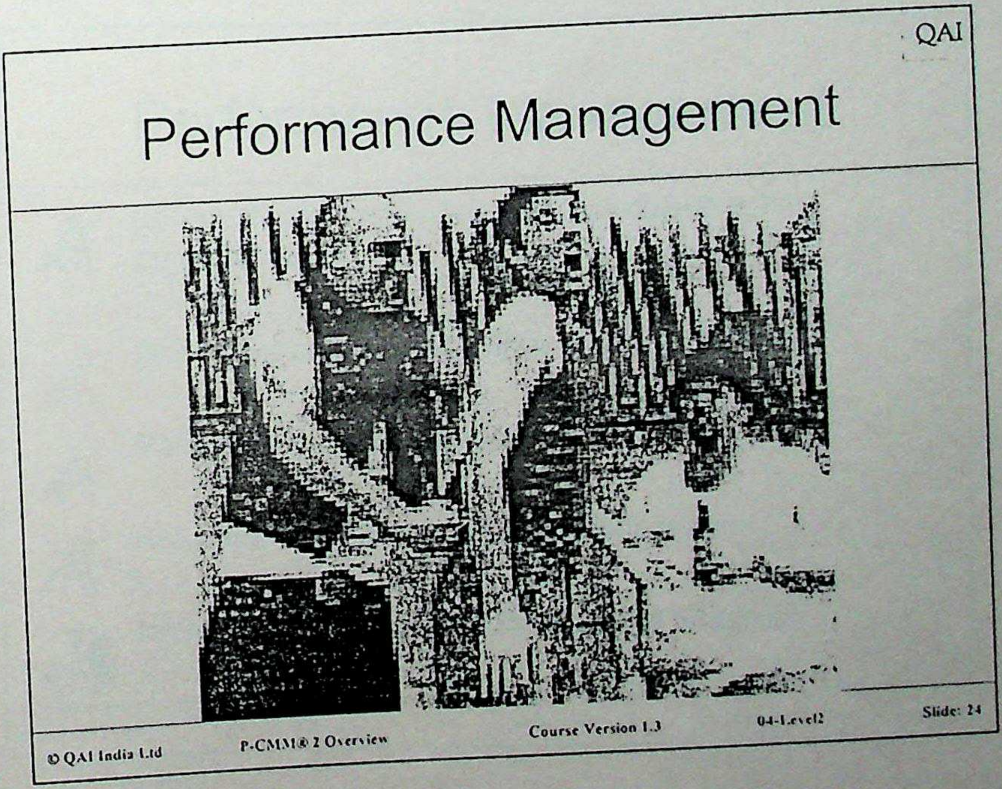

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Performance Management

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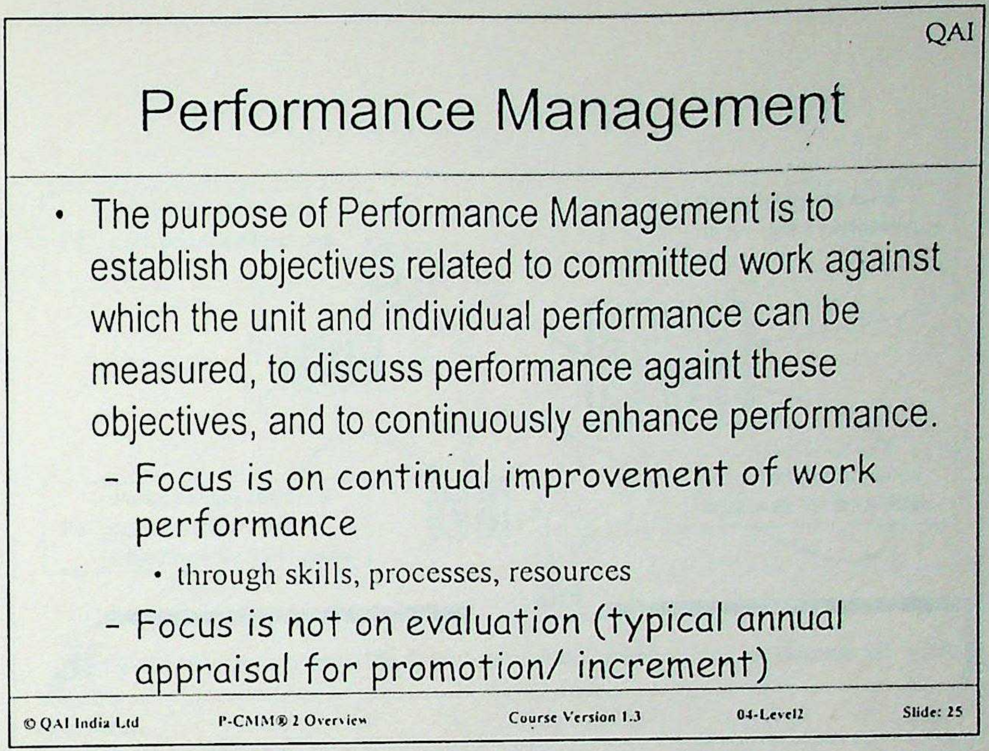
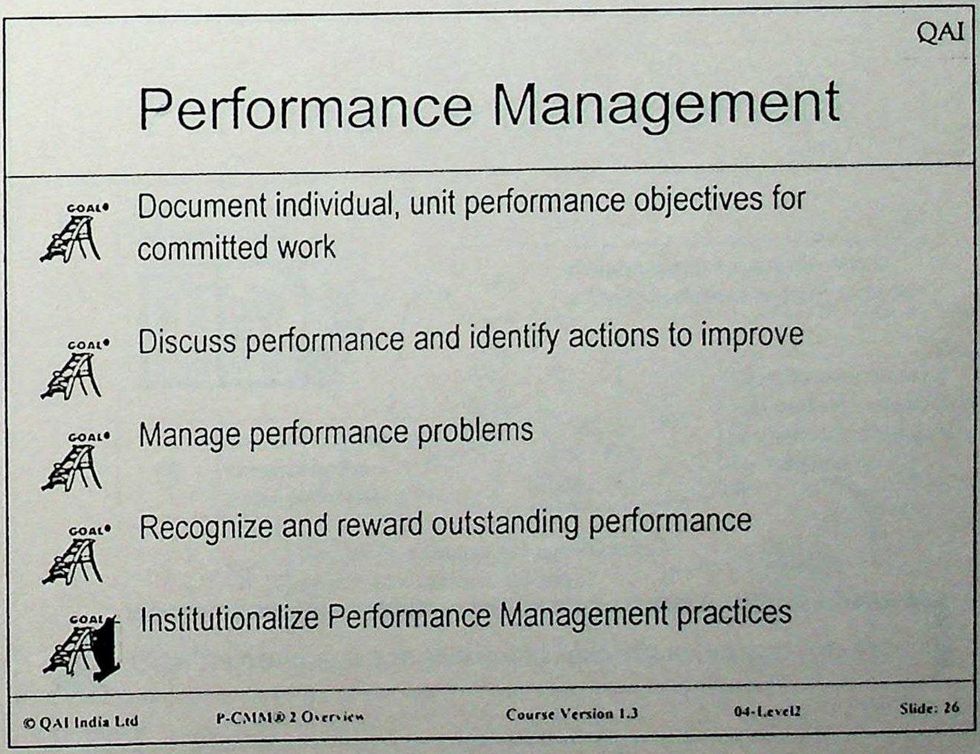


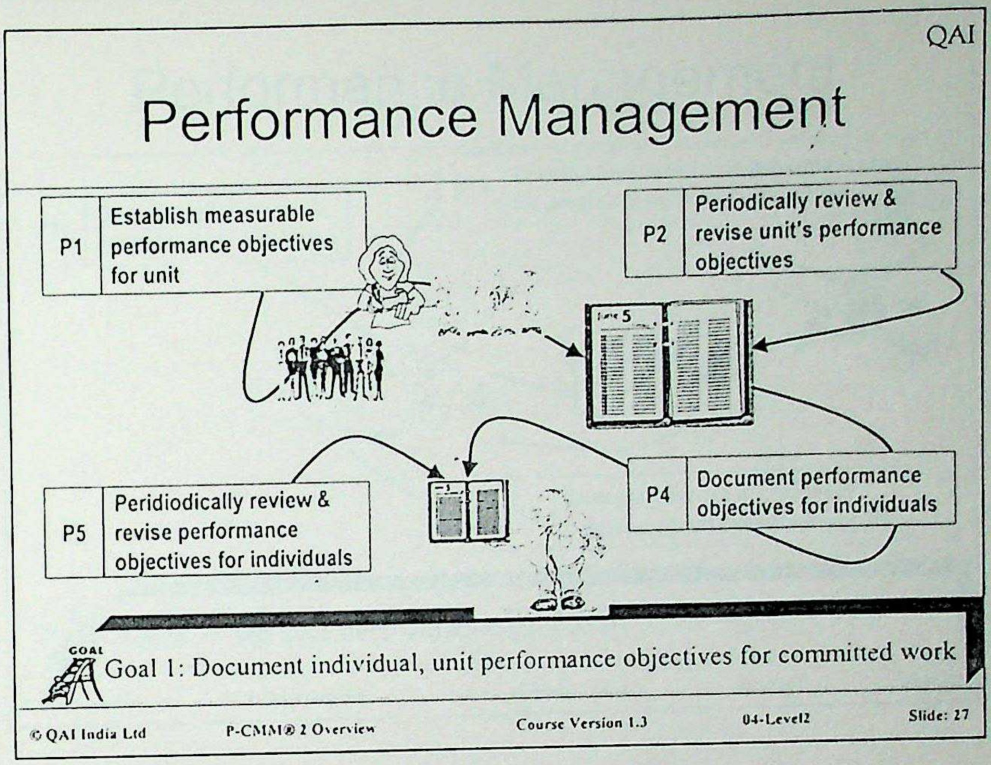
Performance Management

- The purpose of Performance Management is to establish objectives related to committed work against which the unit and individual performance can be measured, to discuss performance againt these objectives, and to continuously enhance performance.
  - Focus is on continual improvement of work performance
    - through skills, processes, resources
  - Focus is not on evaluation (typical annual appraisal for promotion/ increment)



Performance Management

- Document individual, unit performance objectives for committed work
- Discuss performance and identify actions to improve
- Manage performance problems
- Recognize and reward outstanding performance
- Institutionalize Performance Management practices



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Performance Management

P1 Establish measurable performance objectives for unit

P2 Periodically review & revise unit's performance objectives

P4 Document performance objectives for individuals

P5 Peridiodically review & revise performance objectives for individuals

Goal 1: Document individual, unit performance objectives for committed work

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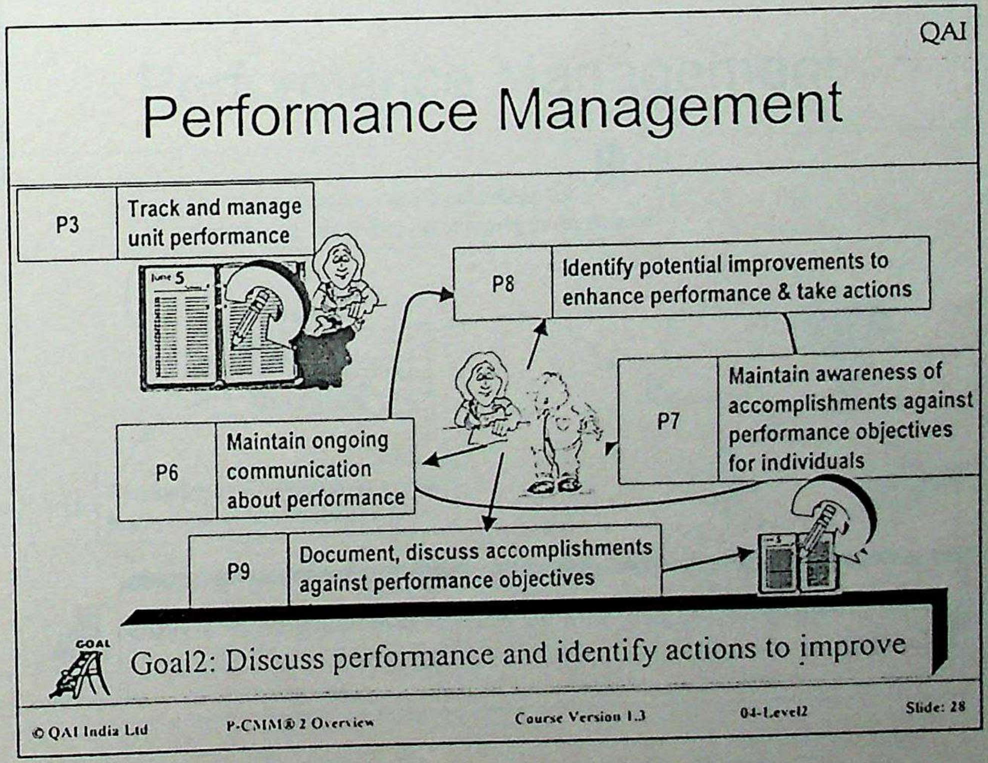

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Performance Management

P3 Track and manage unit performance

P8 Identify potential improvements to enhance performance & take actions

P7 Maintain awareness of accomplishments against performance objectives for individuals

P6 Maintain ongoing communication about performance

P9 Document, discuss accomplishments against performance objectives

Goal2: Discuss performance and identify actions to improve

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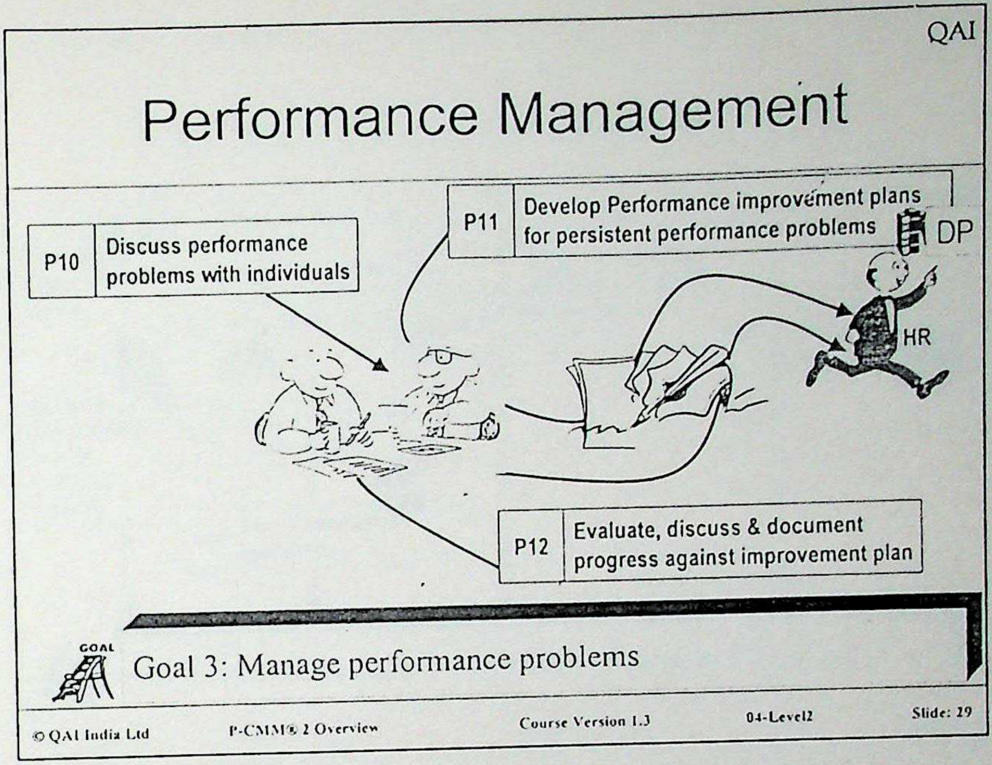

Performance Management

P11 Develop Performance improvement plans for persistent performance problems

P10 Discuss performance problems with individuals

P12 Evaluate, discuss & document progress against improvement plan

Goal 3: Manage performance problems

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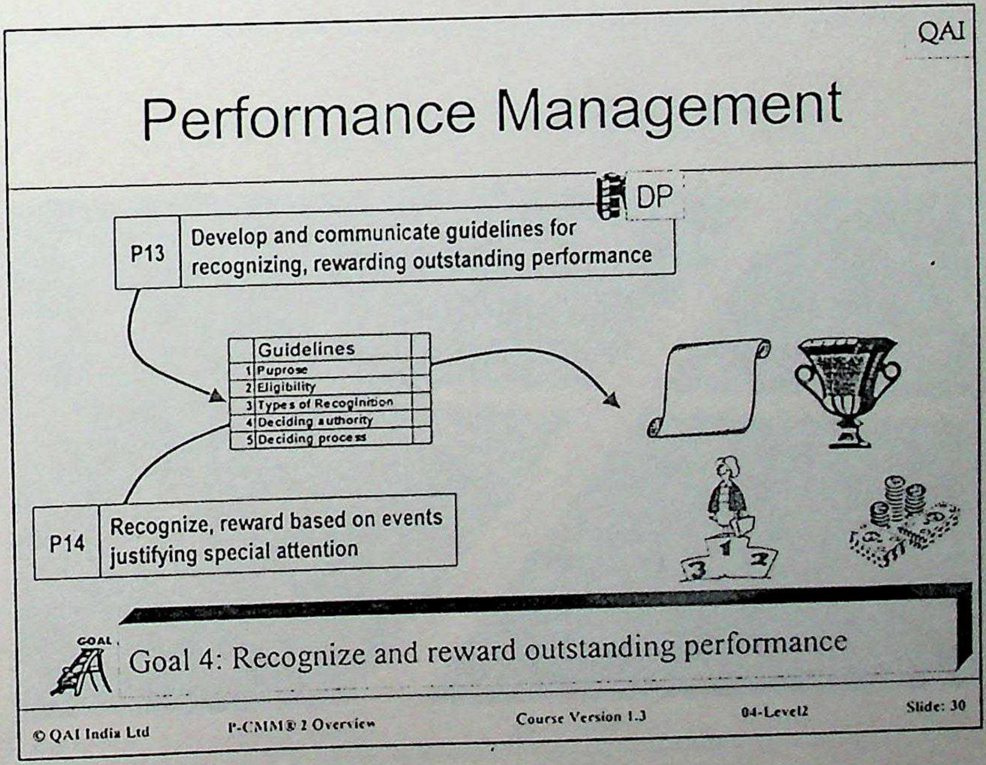

Performance Management

P13 Develop and communicate guidelines for recognizing, rewarding outstanding performance

	Guidelines
1	Puprose
2	Eligibility
3	Types of Recognition
4	Deciding authority
5	Deciding process

P14 Recognize, reward based on events justifying special attention

Goal 4: Recognize and reward outstanding performance

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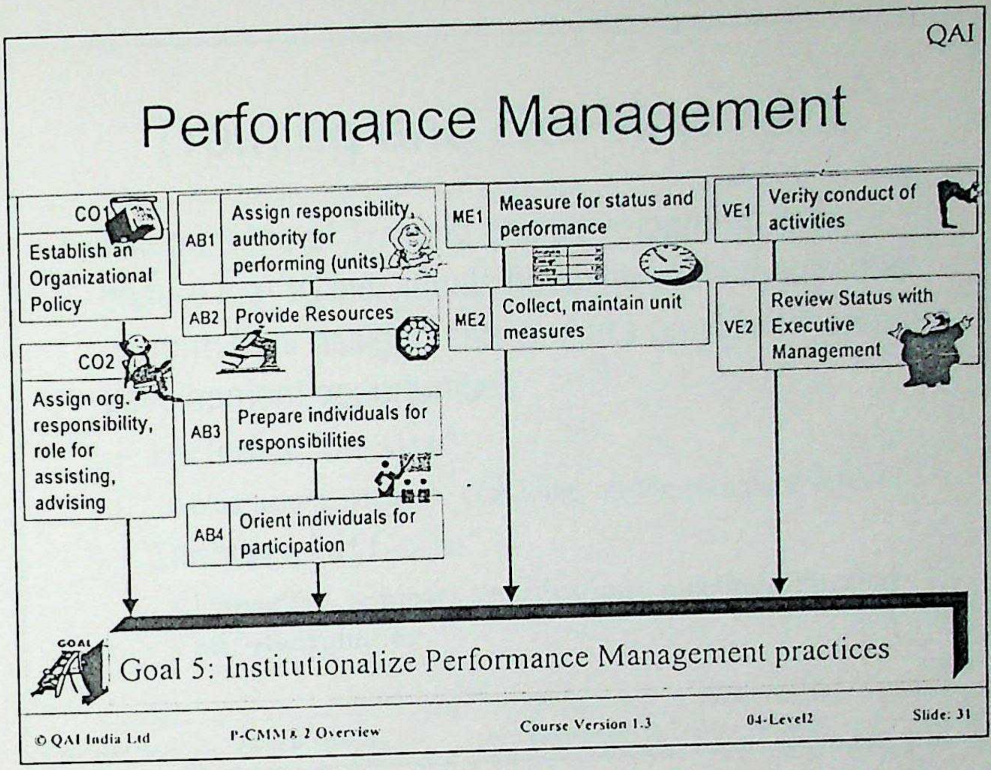

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Performance Management

CO1 Establish an Organizational Policy

CO2 Assign org. responsibility, role for assisting, advising

AB1 Assign responsibility, authority for performing (units)

AB2 Provide Resources

AB3 Prepare individuals for responsibilities

AB4 Orient individuals for participation

ME1 Measure for status and performance

ME2 Collect, maintain unit measures

VE1 Verity conduct of activities

VE2 Review Status with Executive Management

Goal 5: Institutionalize Performance Management practices

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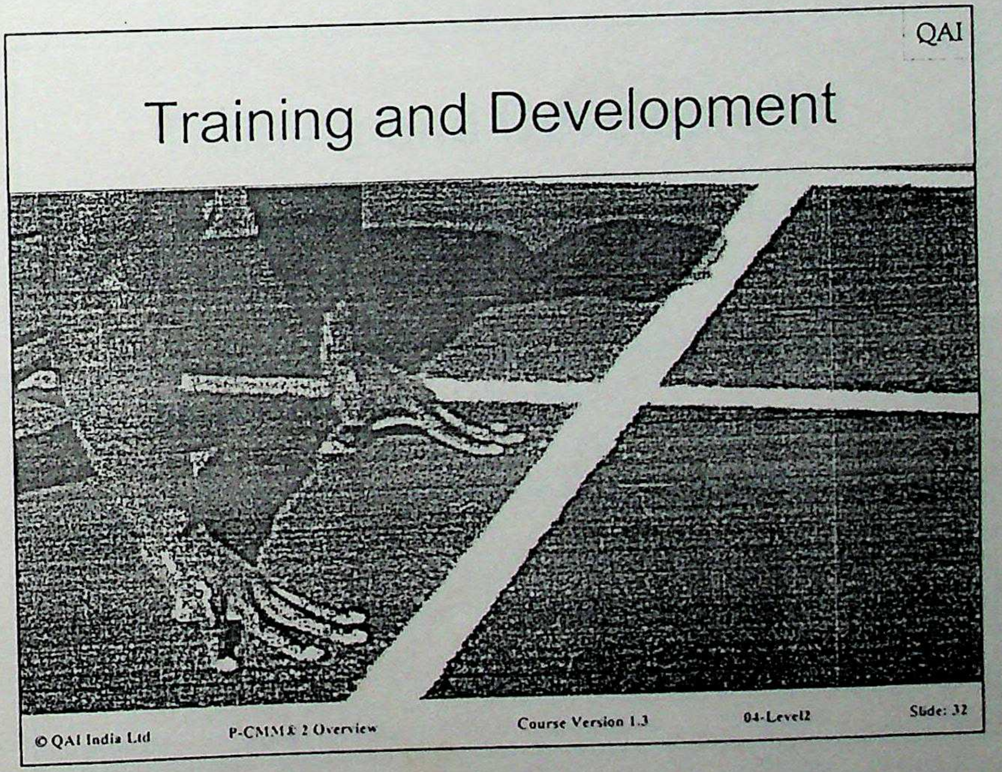

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Training and Development

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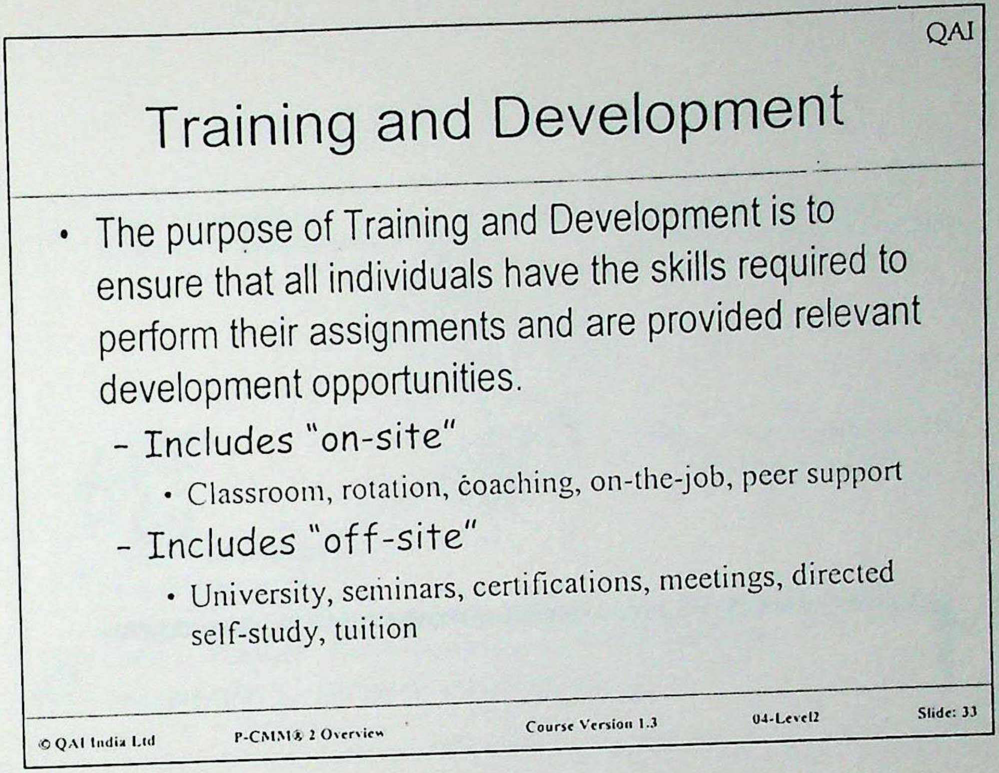

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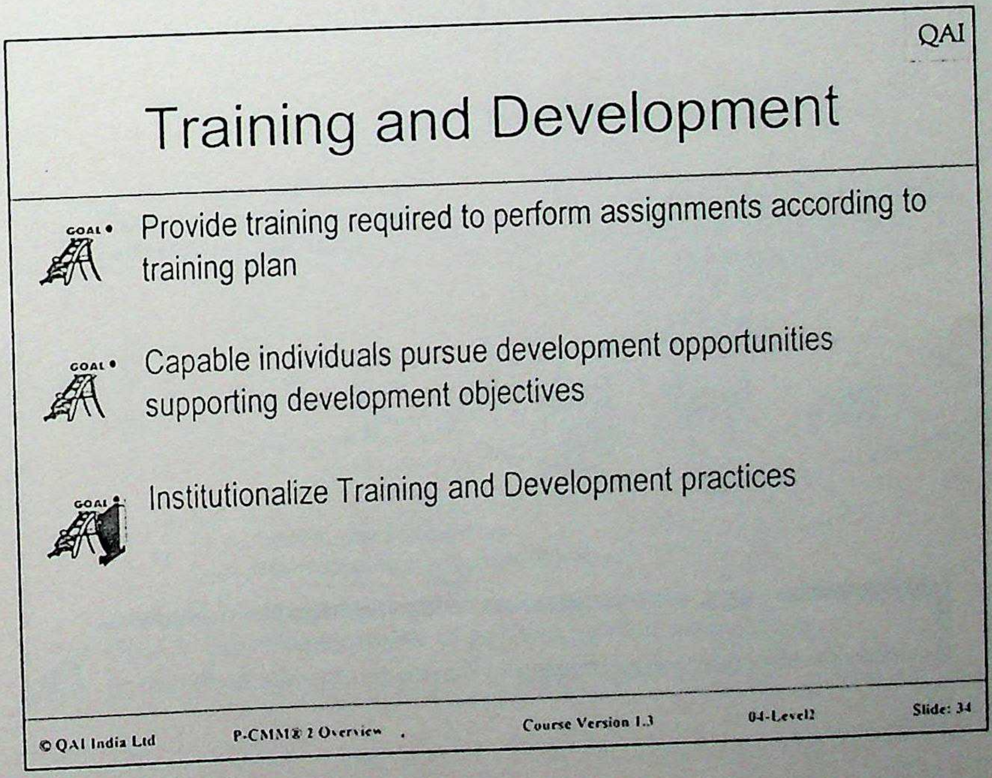
Training and Development

- The purpose of Training and Development is to ensure that all individuals have the skills required to perform their assignments and are provided relevant development opportunities.
  - Includes "on-site"
    - Classroom, rotation, coaching, on-the-job, peer support
  - Includes "off-site"
    - University, seminars, certifications, meetings, directed self-study, tuition



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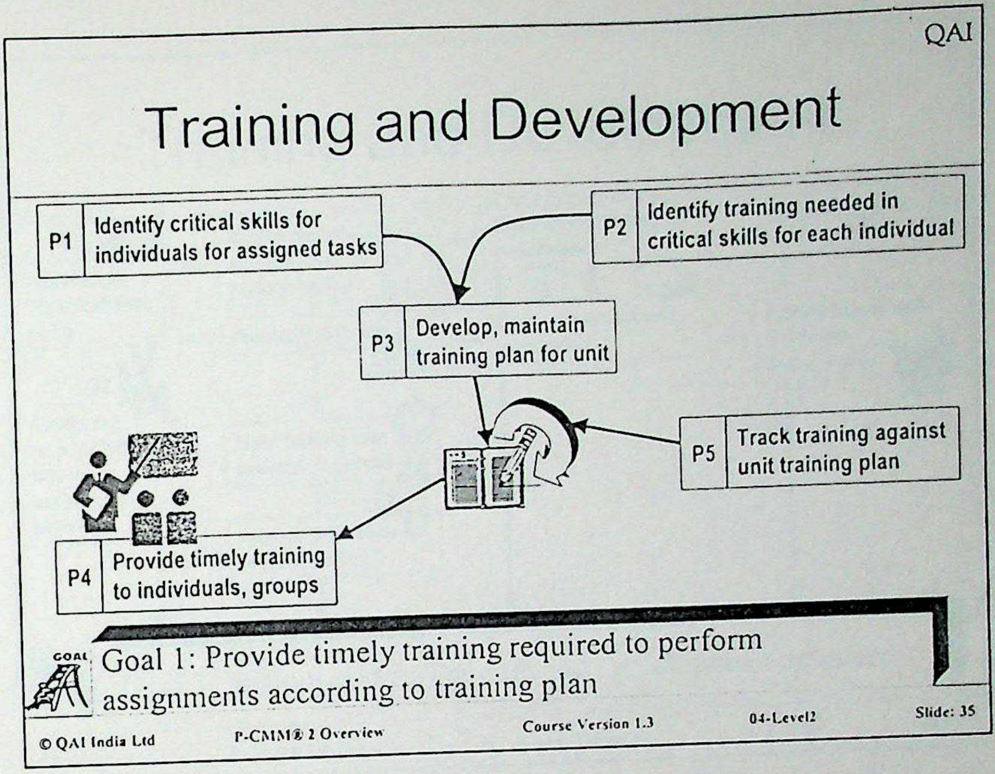
Training and Development

- GOAL • Provide training required to perform assignments according to training plan
- GOAL • Capable individuals pursue development opportunities supporting development objectives
- GOAL • Institutionalize Training and Development practices



QAI

Training and Development

P1 Identify critical skills for individuals for assigned tasks

P2 Identify training needed in critical skills for each individual

P3 Develop, maintain training plan for unit

P5 Track training against unit training plan

P4 Provide timely training to individuals, groups

GOAL Goal 1: Provide timely training required to perform assignments according to training plan

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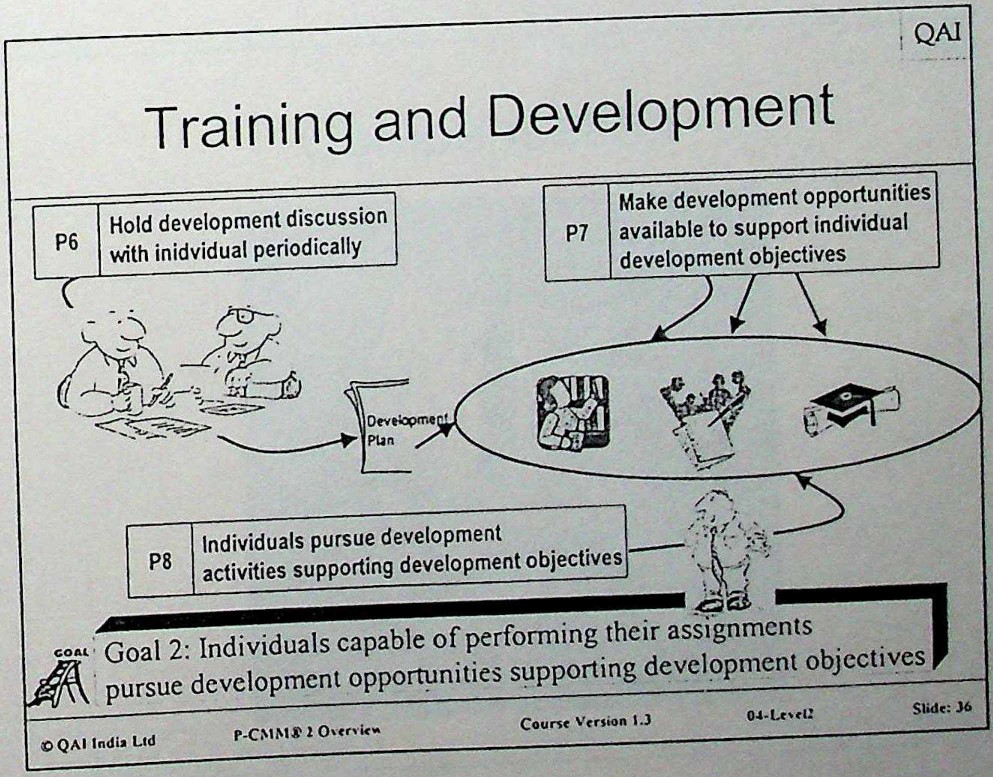

QAI

Training and Development

P6 Hold development discussion with inidvidual periodically

P7 Make development opportunities available to support individual development objectives

Development Plan

P8 Individuals pursue development activities supporting development objectives

GOAL Goal 2: Individuals capable of performing their assignments pursue development opportunities supporting development objectives

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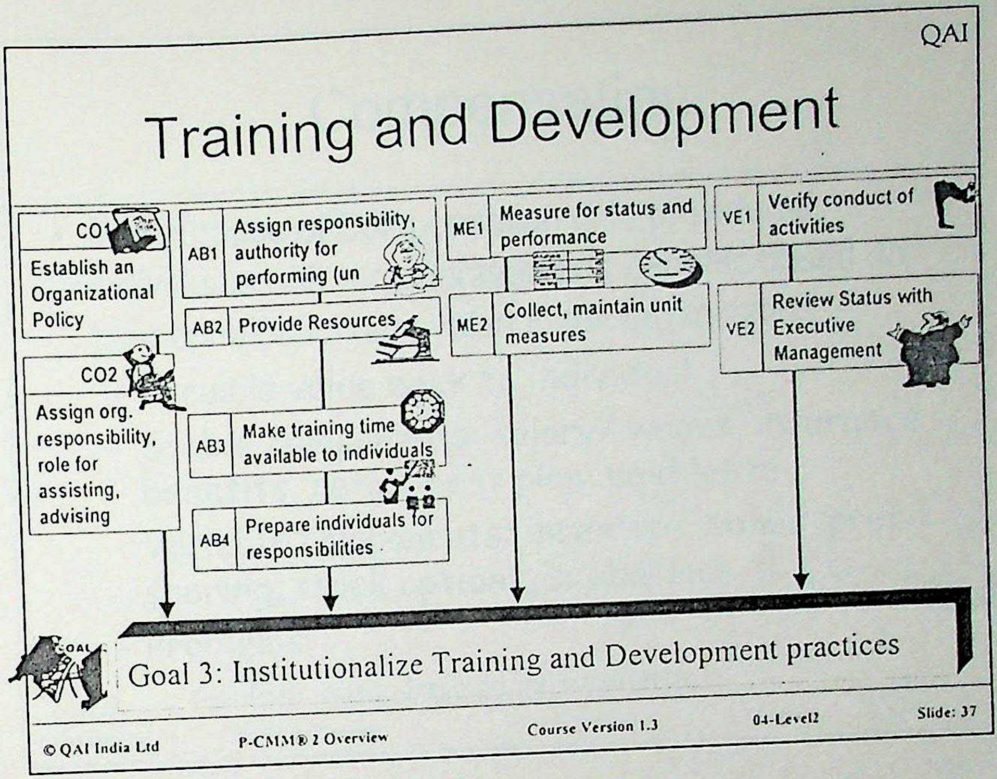

QAI

Training and Development

CO1 Establish an Organizational Policy

CO2 Assign org. responsibility, role for assisting, advising

AB1 Assign responsibility, authority for performing (un

AB2 Provide Resources

AB3 Make training time available to individuals

AB4 Prepare individuals for responsibilities

ME1 Measure for status and performance

ME2 Collect, maintain unit measures

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 3: Institutionalize Training and Development practices

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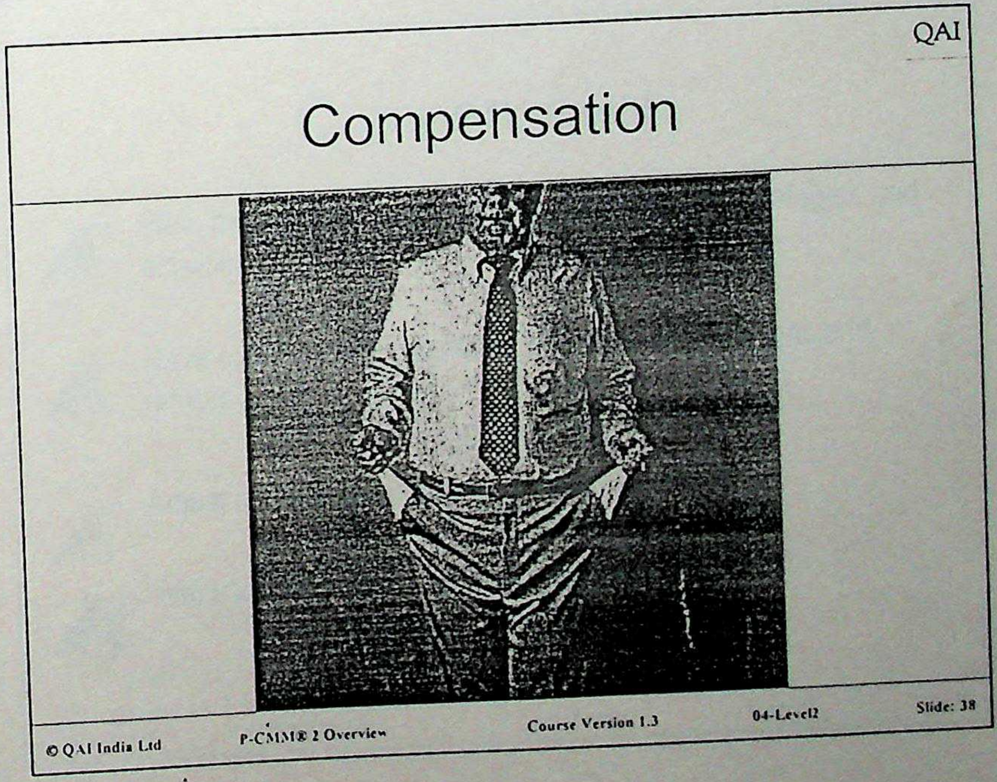

QAI

Compensation

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Compensation

- The purpose of Compensation is to provide all individuals with remuneration and benefits based on their contribution and value to the organization.
  - Focus is value back to individual
  - Stable components: salary/ wages, insurance benefits, retirement plan, paid leave
  - Variable components: incentive, bonus, profit sharing, stock options, sabbatical
  - Problems:
    - ritualism, misunderstanding, mismatches

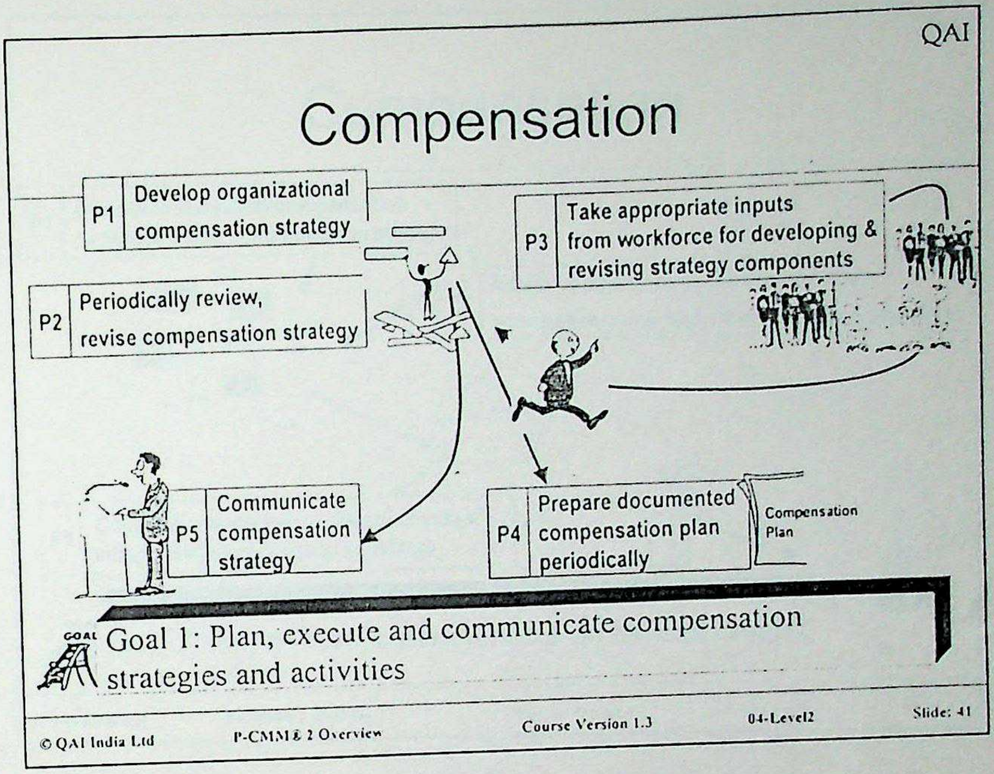
Compensation

GOAL Plan, execute and communicate compensation strategies and activities

GOAL Have compensation equitable with skill, qualifications and performance

GOAL Adjust compensation based on defined criteria

GOAL Institutionalize Compensation practices



QAI

Compensation

P1 Develop organizational compensation strategy

P2 Periodically review, revise compensation strategy

P3 Take appropriate inputs from workforce for developing & revising strategy components

P4 Prepare documented compensation plan periodically

Compensation Plan

P5 Communicate compensation strategy

GOAL Goal 1: Plan, execute and communicate compensation strategies and activities

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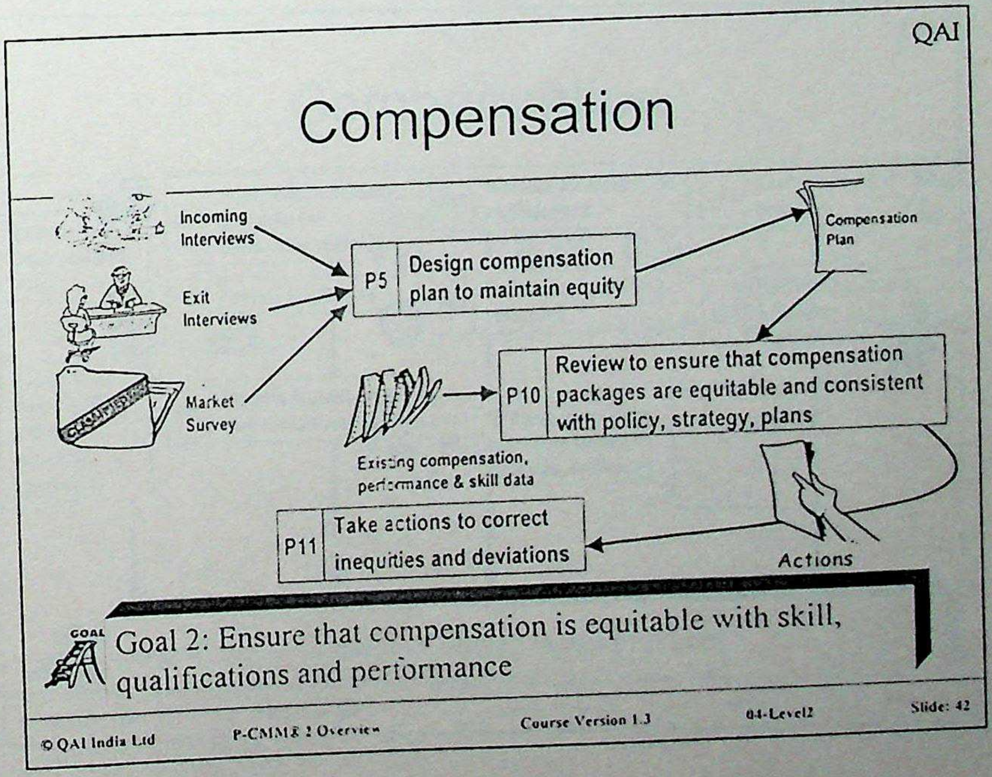

QAI

Compensation

Incoming Interviews

Exit Interviews

Market Survey

P5 Design compensation plan to maintain equity

Compensation Plan

Existing compensation, performance & skill data

P10 Review to ensure that compensation packages are equitable and consistent with policy, strategy, plans

P11 Take actions to correct inequities and deviations

Actions

GOAL Goal 2: Ensure that compensation is equitable with skill, qualifications and performance

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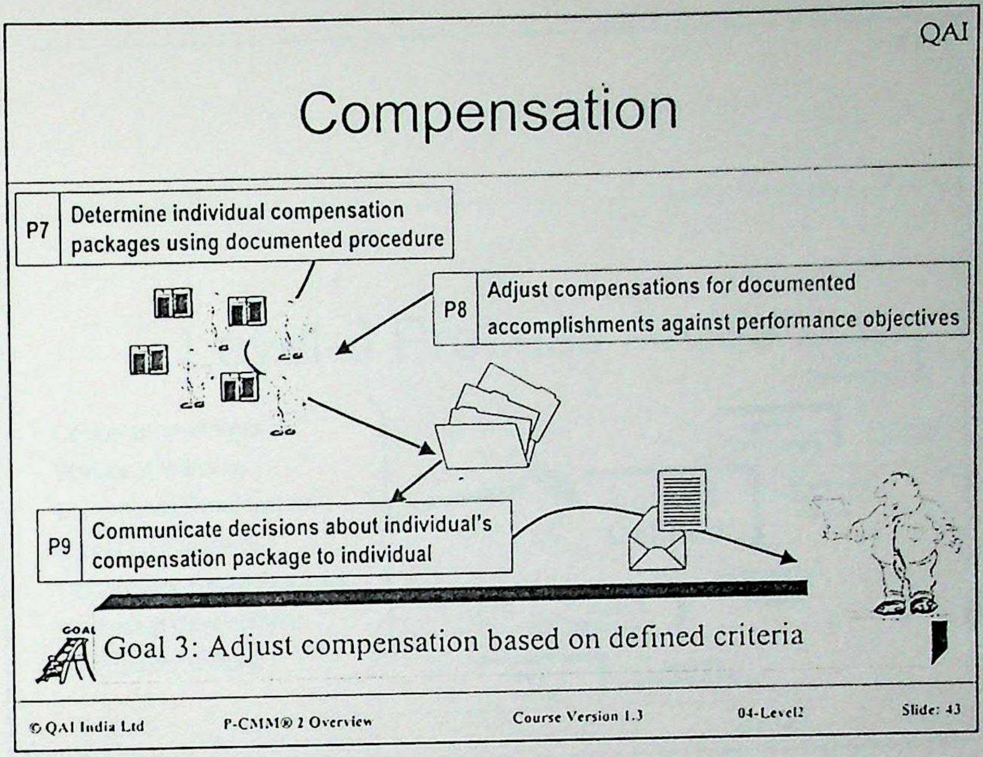

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Compensation

P7	Determine individual compensation packages using documented procedure
P8	Adjust compensations for documented accomplishments against performance objectives
P9	Communicate decisions about individual's compensation package to individual

Goal 3: Adjust compensation based on defined criteria

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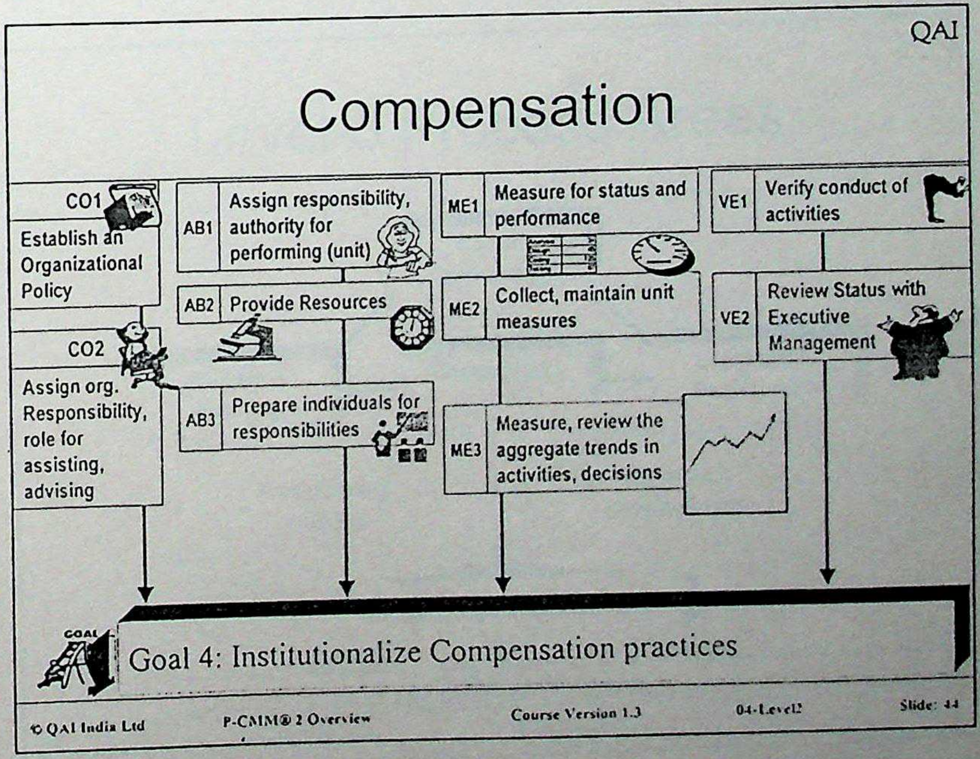

QAI

Compensation

CO1	Establish an Organizational Policy
CO2	Assign org. Responsibility, role for assisting, advising
AB1	Assign responsibility, authority for performing (unit)
AB2	Provide Resources
AB3	Prepare individuals for responsibilities
ME1	Measure for status and performance
ME2	Collect, maintain unit measures
ME3	Measure, review the aggregate trends in activities, decisions
VE1	Verify conduct of activities
VE2	Review Status with Executive Management

Goal 4: Institutionalize Compensation practices

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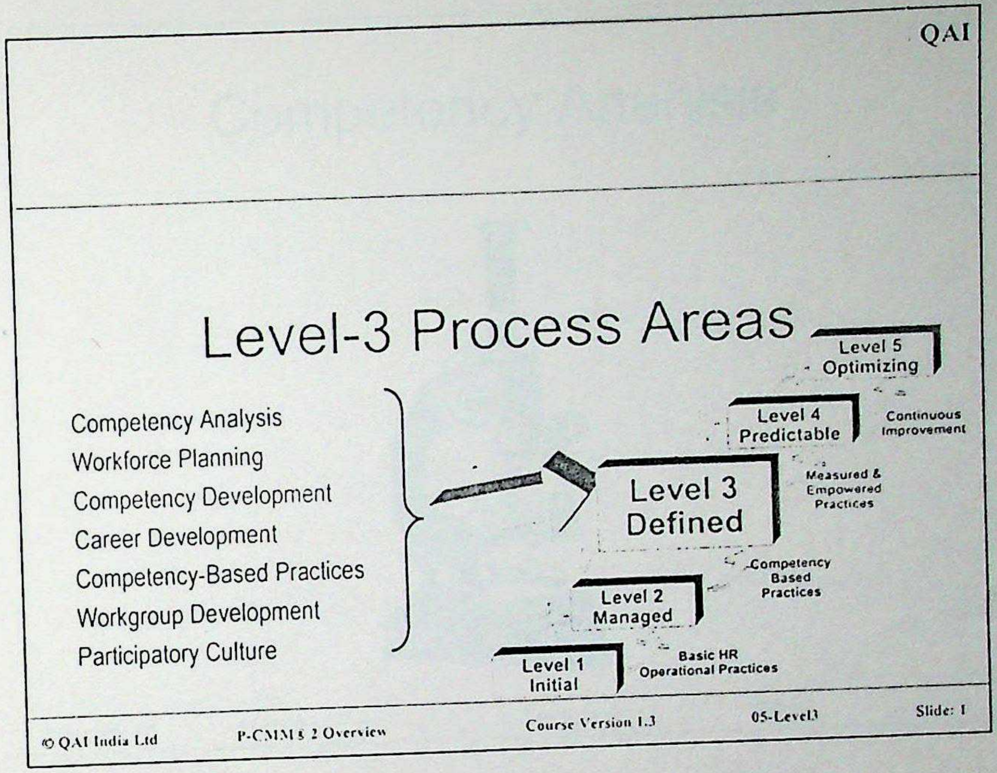

QAI

Level-3 Process Areas

- Competency Analysis
- Workforce Planning
- Competency Development
- Career Development
- Competency-Based Practices
- Workgroup Development
- Participatory Culture

Level 5
Optimizing

Continuous Improvement

Level 4
Predictable

Measured & Empowered Practices

Level 3
Defined

Competency Based Practices

Level 2
Managed

Basic HR Operational Practices

Level 1
Initial

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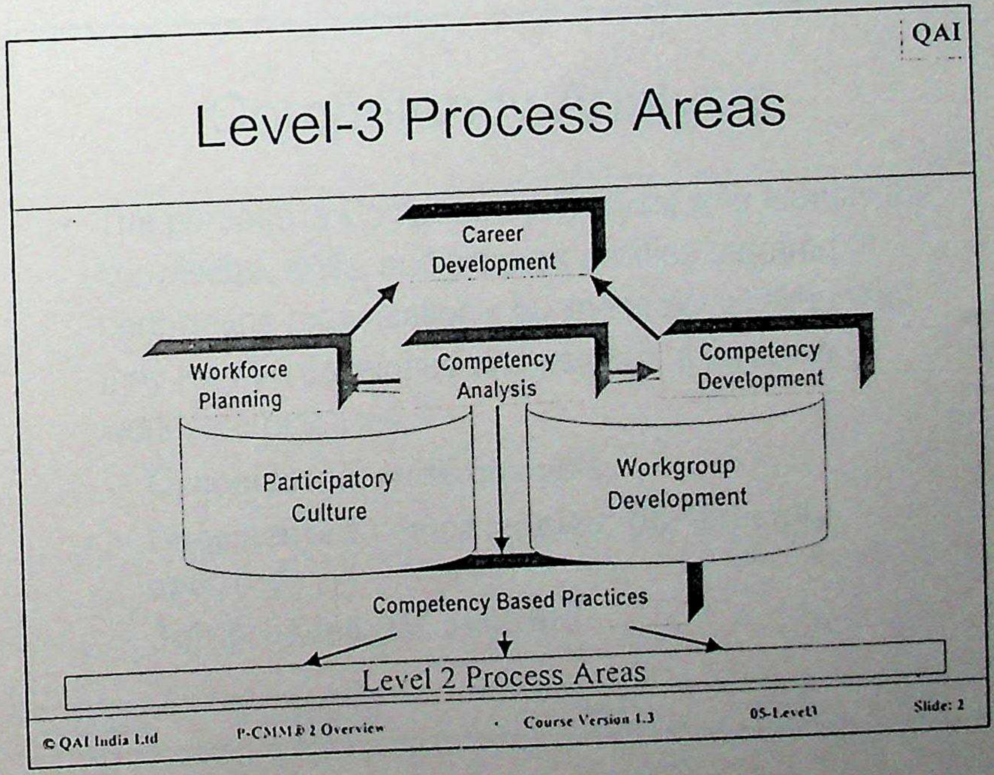

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Level-3 Process Areas

Career Development

Workforce Planning

Competency Analysis

Competency Development

Participatory Culture

Workgroup Development

Competency Based Practices

Level 2 Process Areas

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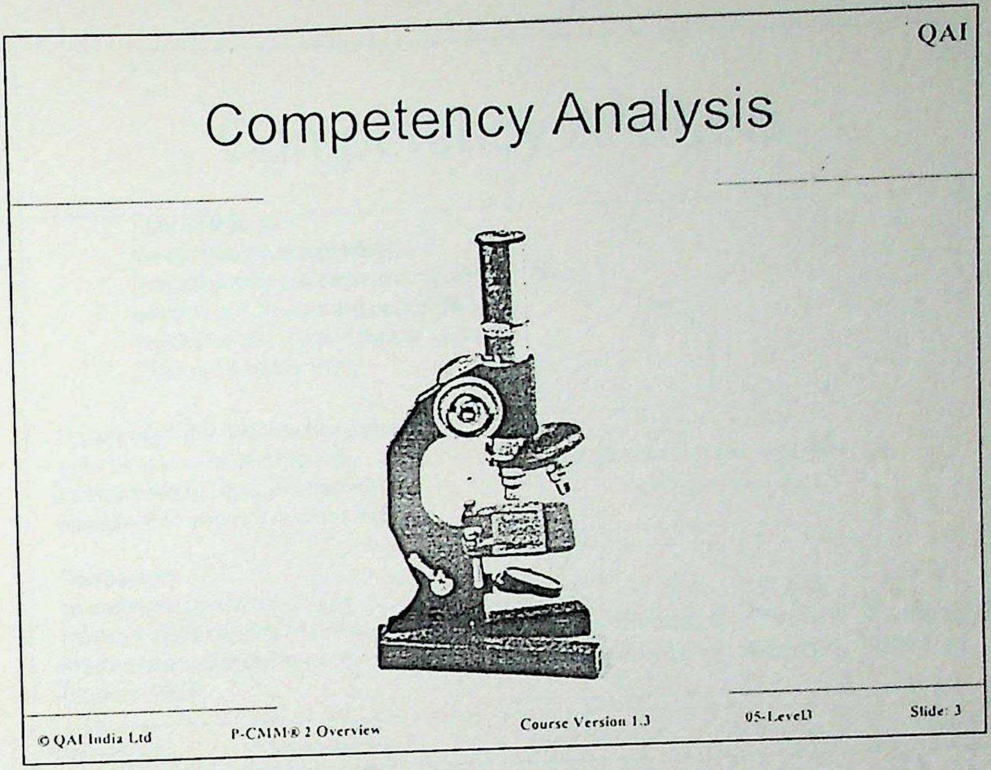


QAI

Competency Analysis

QAI

Competency Analysis

- The purpose of Competency Analysis is to identify the knowledge, skills, and process abilities required to perform the organization's business activities so that they may be developed and used as a basis for workforce practices.
  - Organization wide analysis
  - Documented competencies; periodically updated
  - Job profiles documented

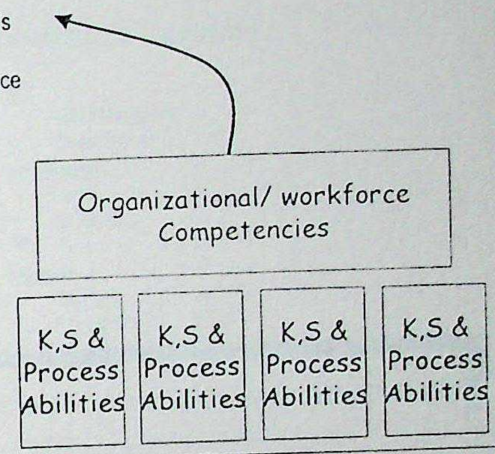
QAI

Competency Analysis

Core Competency
the combination of technology and production skills that create a company's products and services and provide its competitive advantage in the marketplace (Prahalad & Hamel 1990)

Organizational/ workforce Competency
a cluster of knowledge, skills and individual should develop to perform a particular type of work in the organization

Competency
an underlying characteristic of an individual that is causally related to effective or superior performance (Spencer 1993)



Organizational/ workforce Competencies

K,S & Process Abilities

K,S & Process Abilities

K,S & Process Abilities

K,S & Process Abilities

QAI

Competency Analysis

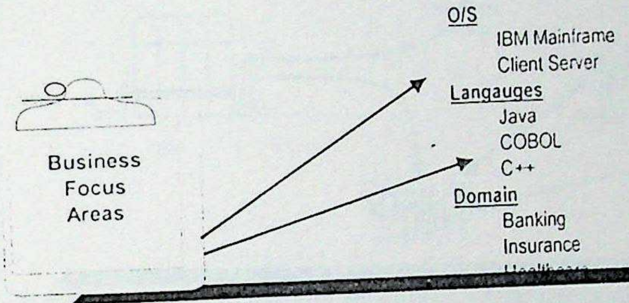
- GOAL Define and update required workforce competencies
- GOAL Establish and maintain work processes used within each workforce competency
- GOAL Track capabilities in each workforce competency
- GOAL Institutionalize Competency Analysis practices

QAI

Competency Analysis

P1 Identify workforce competencies required for business activities

Competencies Required



Business Focus Areas

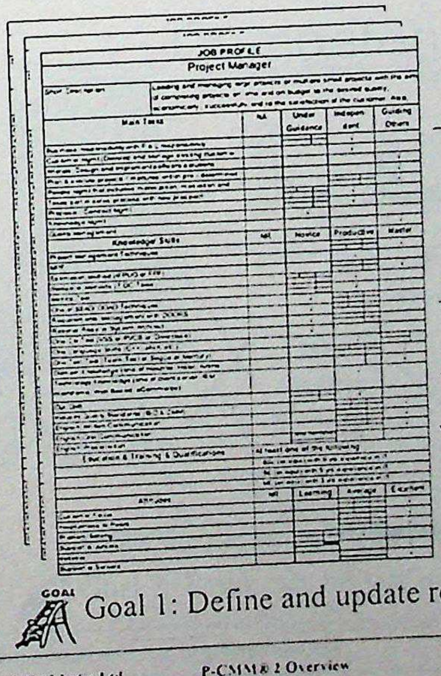
O/S
- IBM Mainframe
- Client Server

Langauges
- Java
- COBOL
- C++

Domain
- Banking
- Insurance
- Healthcare

Goal 1: Define and update required workforce competencies (1)

QAI



JOB PROFILE

Project Manager

P2 Analyze workforce competencies to identify knowledge, skills, process abilities

P3 Document workforce competency descriptions

P4 Update workforce competency descriptions periodicially, event-based

Goal 1: Define and update required workforce competencies (2)

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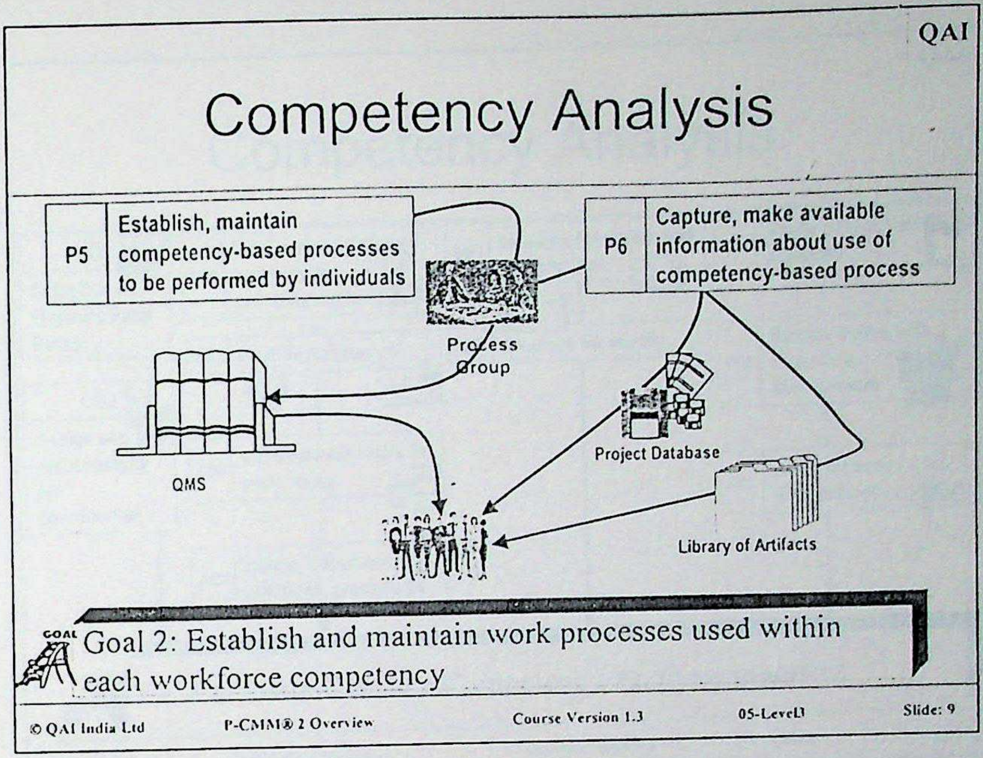

QAI

Competency Analysis

P5	Establish, maintain competency-based processes to be performed by individuals
P6	Capture, make available information about use of competency-based process

Process Group
QMS
Project Database
Library of Artifacts
GOAL

Goal 2: Establish and maintain work processes used within each workforce competency

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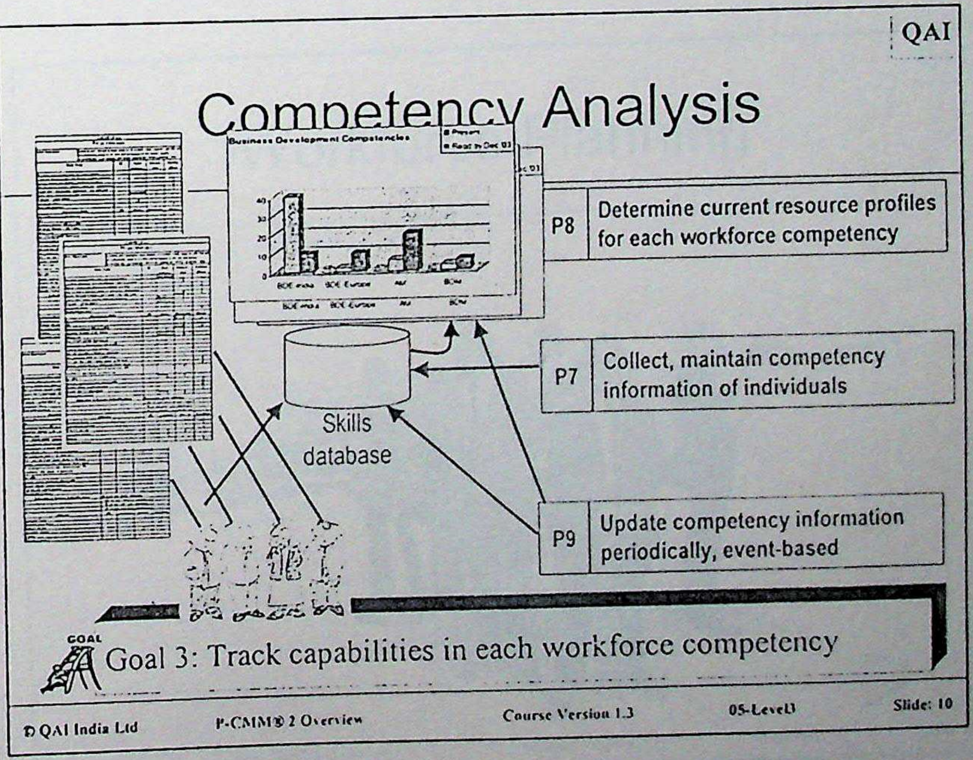

QAI

Competency Analysis

P8	Determine current resource profiles for each workforce competency
P7	Collect, maintain competency information of individuals
P9	Update competency information periodically, event-based

Business Development Competencies
Present
BDE-India
BDE-Europe
AM
BDM
Skills database
GOAL

Goal 3: Track capabilities in each workforce competency

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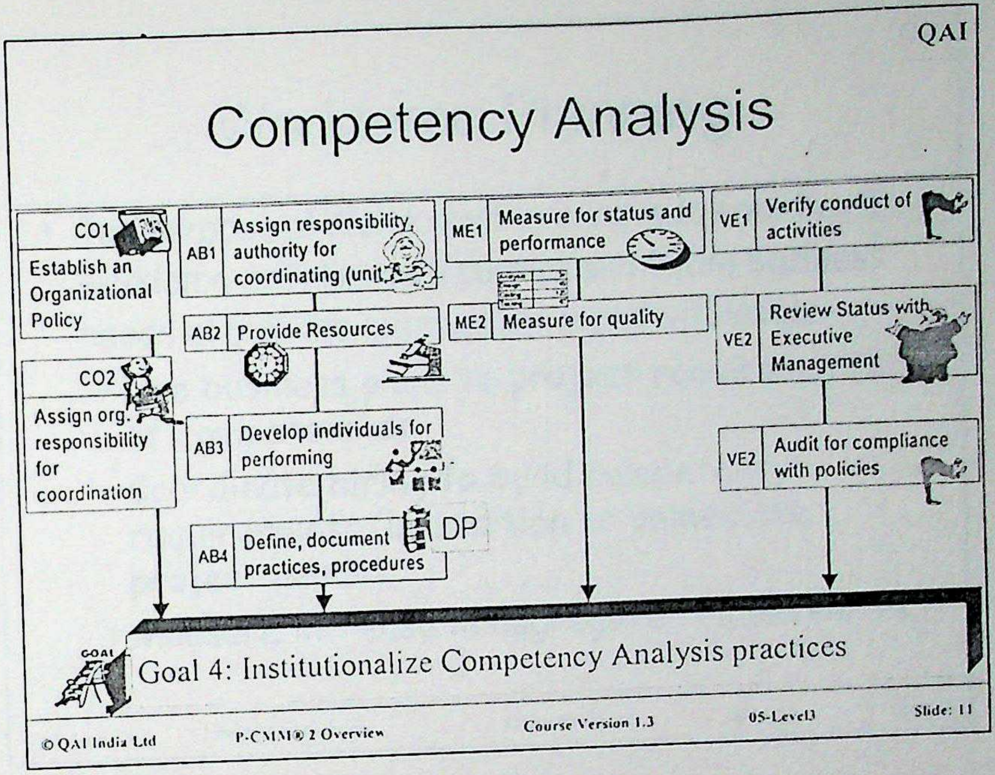

QAI

Competency Analysis

CO1 Establish an Organizational Policy

CO2 Assign org. responsibility for coordination

AB1 Assign responsibility, authority for coordinating (unit)

AB2 Provide Resources

AB3 Develop individuals for performing

AB4 Define, document practices, procedures

DP

ME1 Measure for status and performance

ME2 Measure for quality

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

VE2 Audit for compliance with policies

GOAL

Goal 4: Institutionalize Competency Analysis practices

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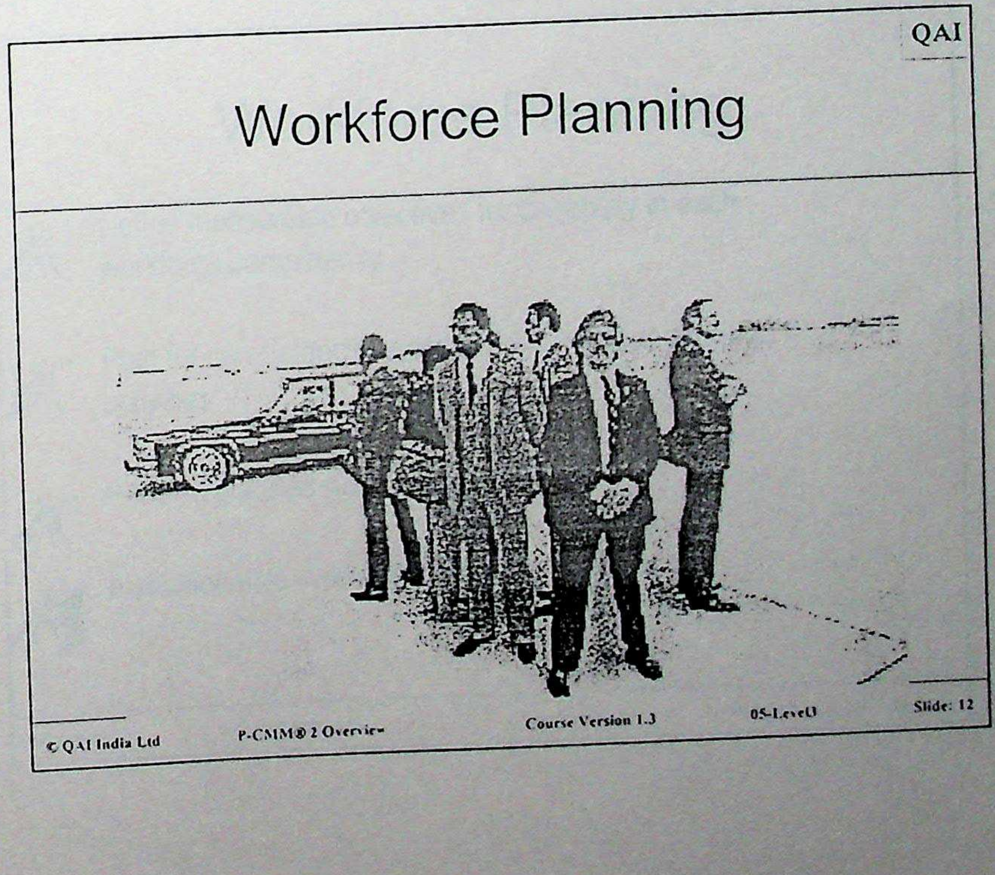

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Workforce Planning

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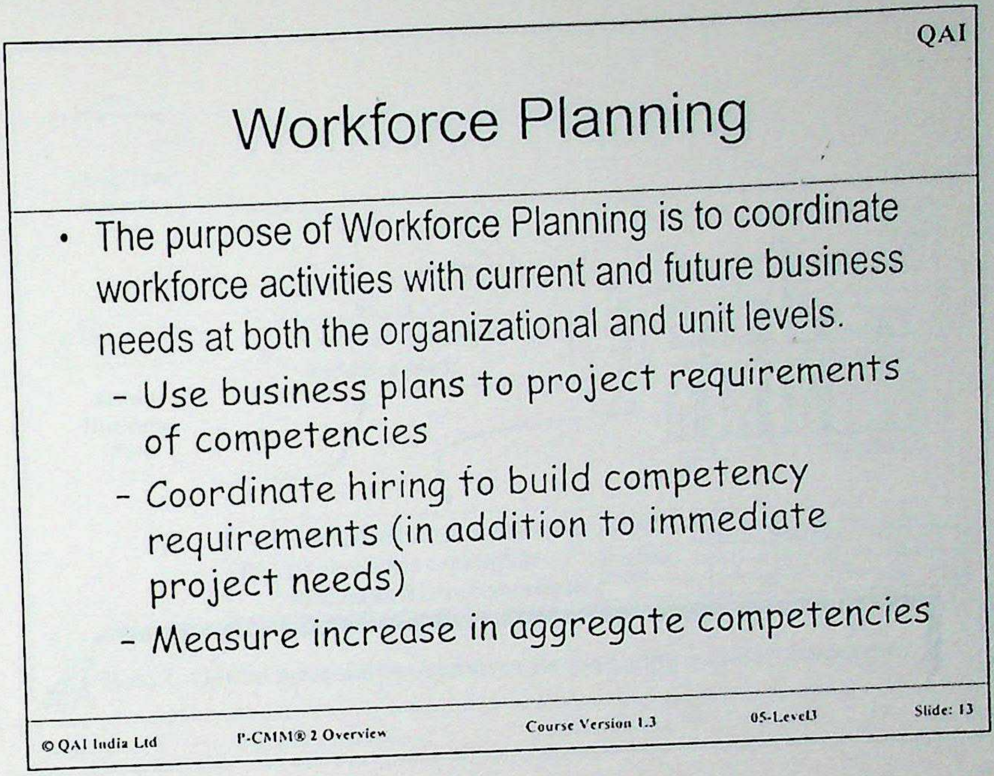
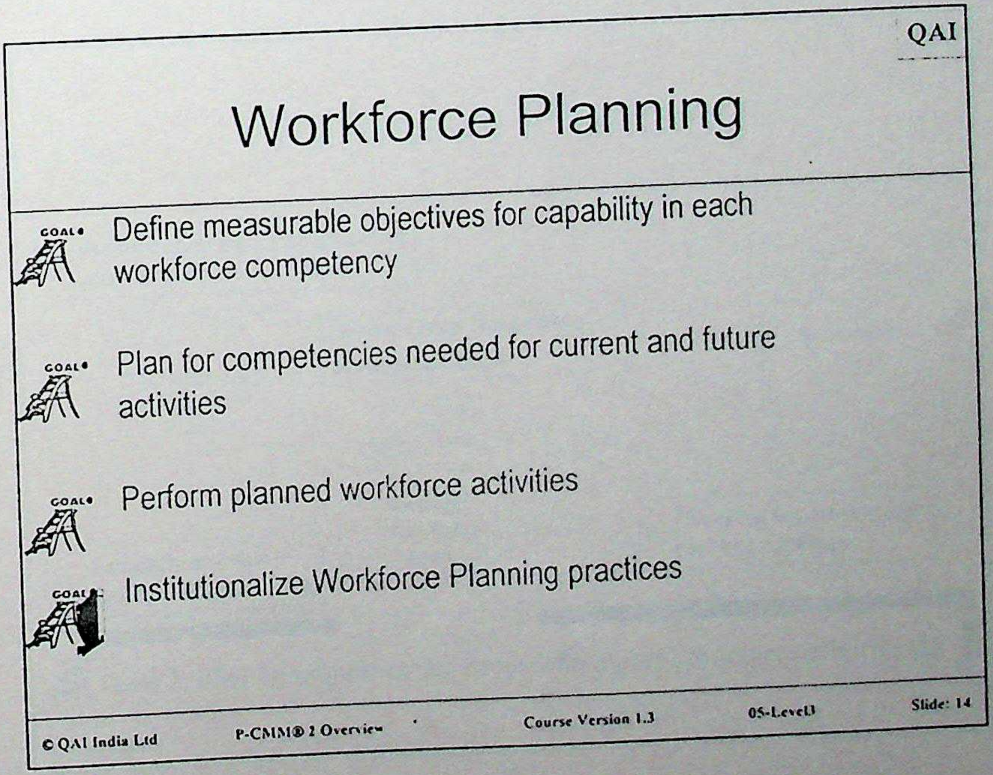


QAI

Workforce Planning

- The purpose of Workforce Planning is to coordinate workforce activities with current and future business needs at both the organizational and unit levels.
  - Use business plans to project requirements of competencies
  - Coordinate hiring to build competency requirements (in addition to immediate project needs)
  - Measure increase in aggregate competencies



QAI

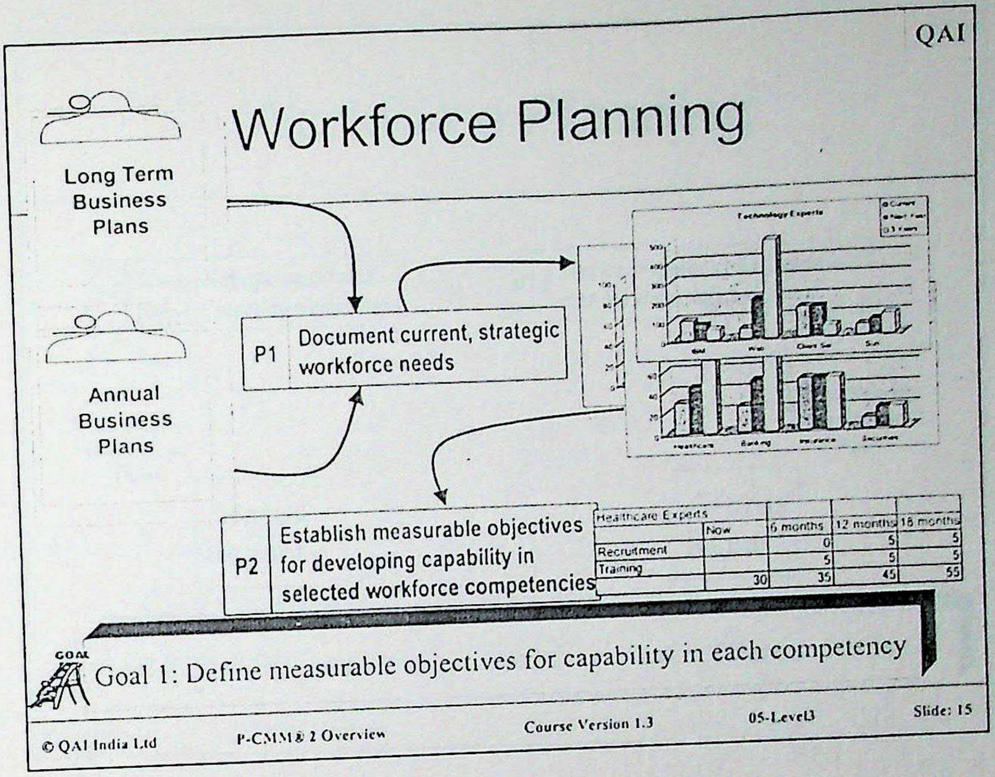
Workforce Planning

GOAL Define measurable objectives for capability in each workforce competency

GOAL Plan for competencies needed for current and future activities

GOAL Perform planned workforce activities

GOAL Institutionalize Workforce Planning practices



QAI

Workforce Planning

Long Term Business Plans

Annual Business Plans

P1 Document current, strategic workforce needs

P2 Establish measurable objectives for developing capability in selected workforce competencies

Healthcare Experts				
	Now	6 months	12 months	18 months
Recruitment		0	5	5
Training		5	5	5
	30	35	45	55

GOAL Goal 1: Define measurable objectives for capability in each competency

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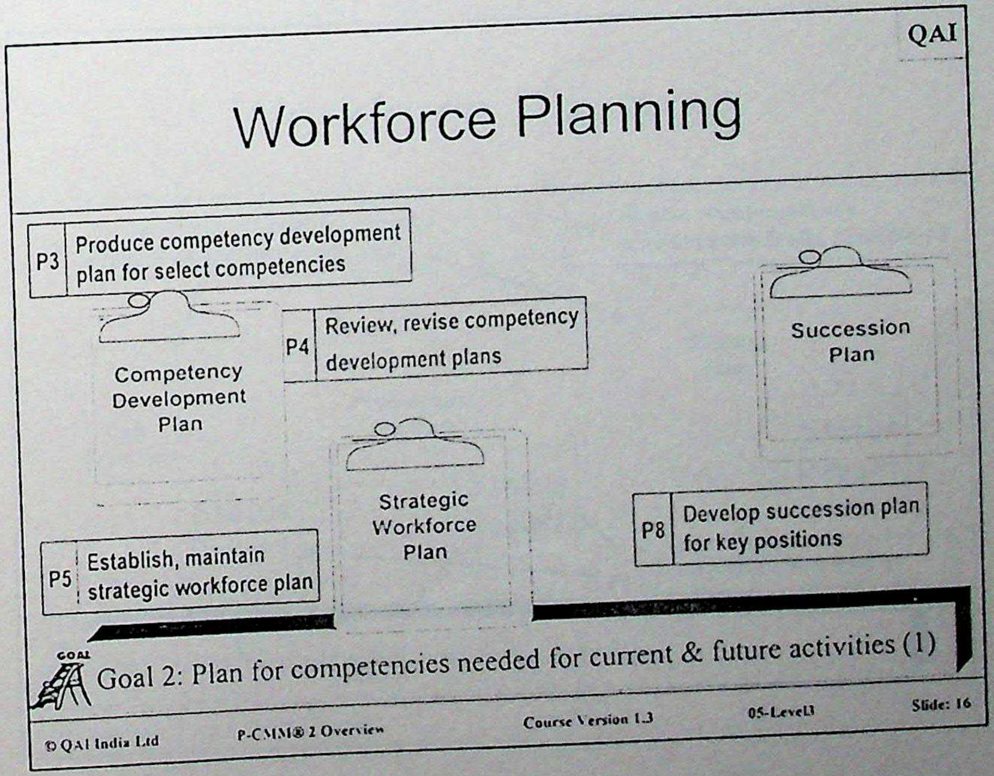

QAI

Workforce Planning

P3 Produce competency development plan for select competencies

Competency Development Plan

P4 Review, revise competency development plans

Succession Plan

Strategic Workforce Plan

P8 Develop succession plan for key positions

P5 Establish, maintain strategic workforce plan

GOAL Goal 2: Plan for competencies needed for current & future activities (1)

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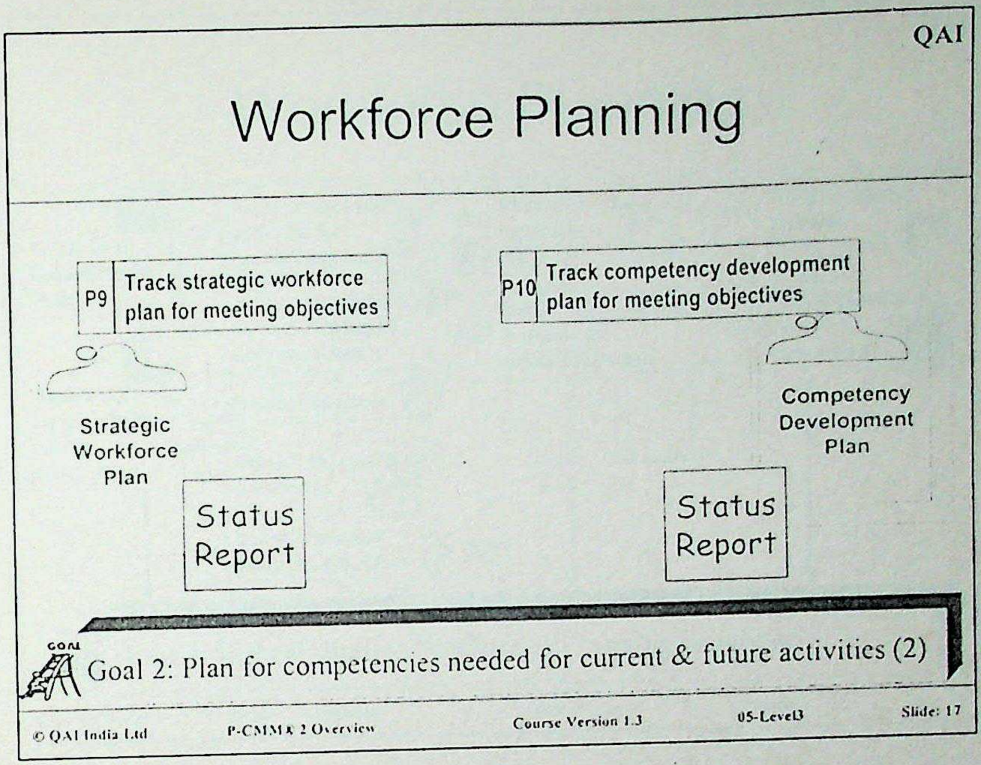

QAI

Workforce Planning

P9 Track strategic workforce plan for meeting objectives

P10 Track competency development plan for meeting objectives

Strategic Workforce Plan
Status Report
Competency Development Plan
Status Report

Goal 2: Plan for competencies needed for current & future activities (2)

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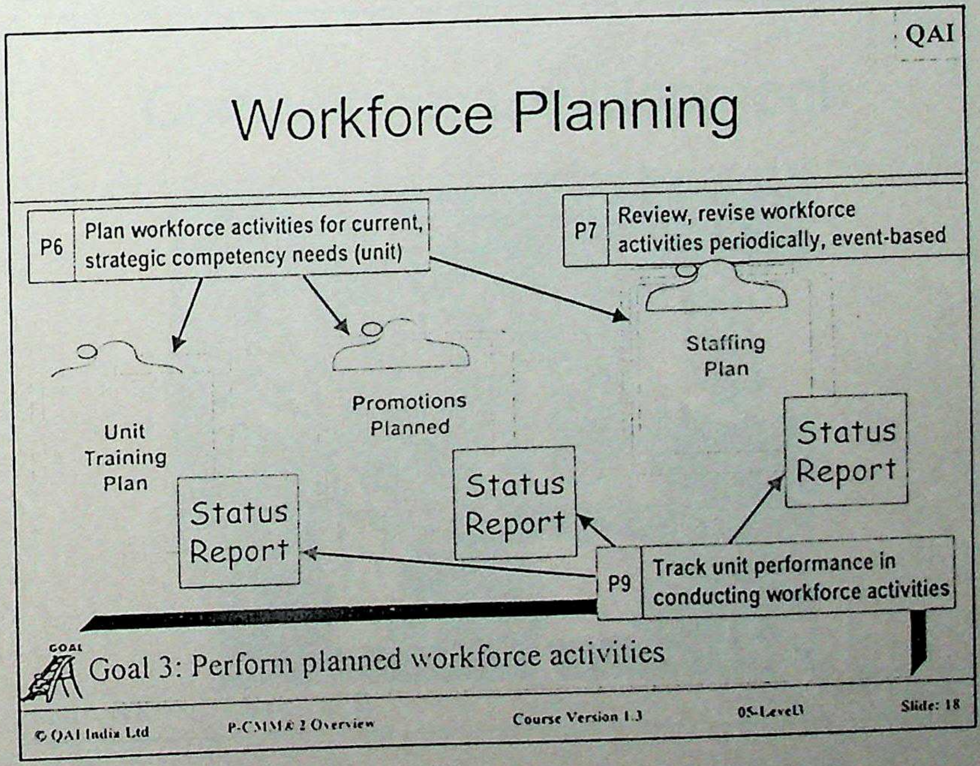

QAI

Workforce Planning

P6 Plan workforce activities for current, strategic competency needs (unit)

P7 Review, revise workforce activities periodically, event-based

P9 Track unit performance in conducting workforce activities

Unit Training Plan
Promotions Planned
Staffing Plan
Status Report
Status Report
Status Report

Goal 3: Perform planned workforce activities

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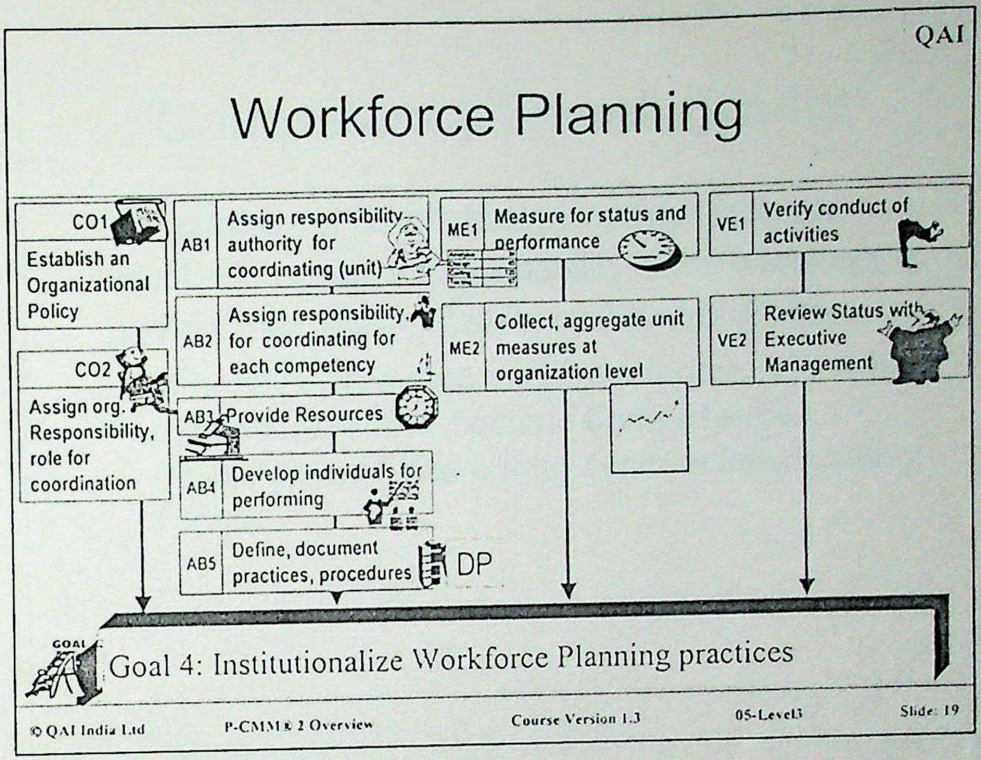

QAI

Workforce Planning

CO1 Establish an Organizational Policy

CO2 Assign org. Responsibility, role for coordination

AB1 Assign responsibility authority for coordinating (unit)

AB2 Assign responsibility for coordinating for each competency

AB3 Provide Resources

AB4 Develop individuals for performing

AB5 Define, document practices, procedures

ME1 Measure for status and performance

ME2 Collect, aggregate unit measures at organization level

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 4: Institutionalize Workforce Planning practices

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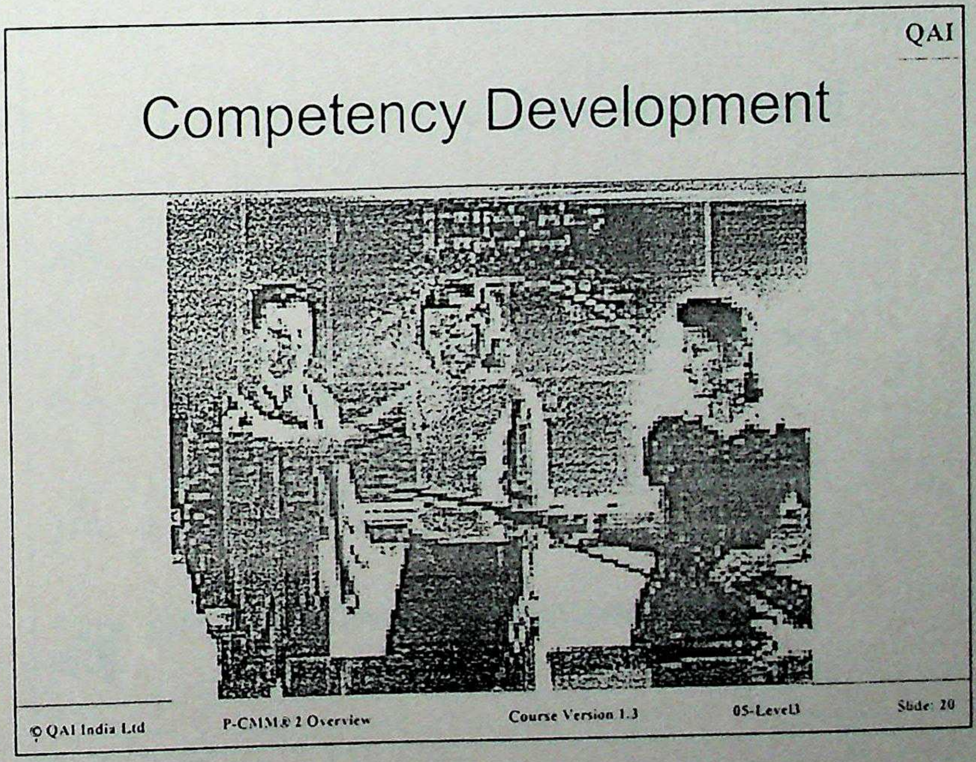

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Competency Development

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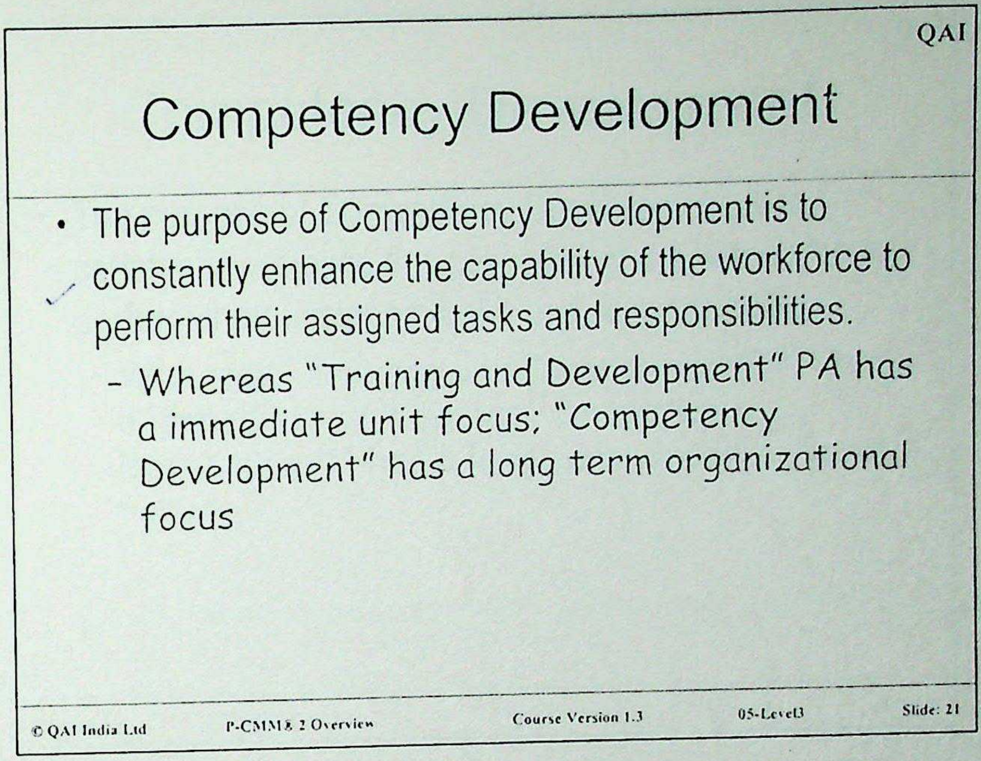
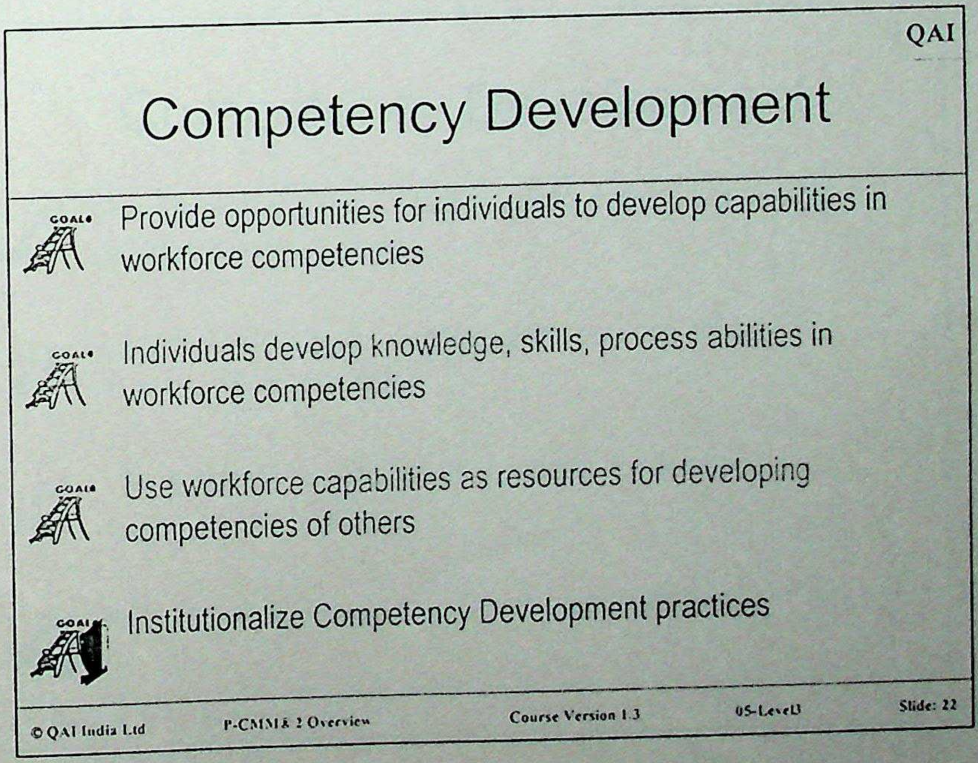


QAI

Competency Development

- The purpose of Competency Development is to constantly enhance the capability of the workforce to perform their assigned tasks and responsibilities.
  - Whereas "Training and Development" PA has a immediate unit focus; "Competency Development" has a long term organizational focus



QAI

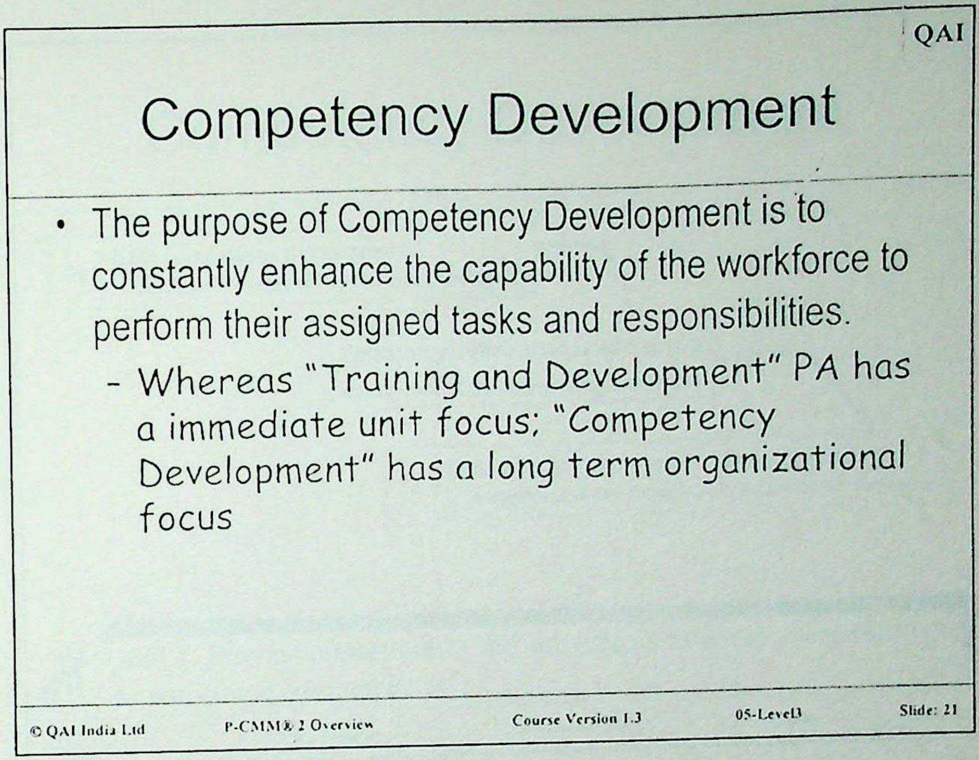
Competency Development

Provide opportunities for individuals to develop capabilities in workforce competencies

Individuals develop knowledge, skills, process abilities in workforce competencies

Use workforce capabilities as resources for developing competencies of others

Institutionalize Competency Development practices



QAI

Competency Development

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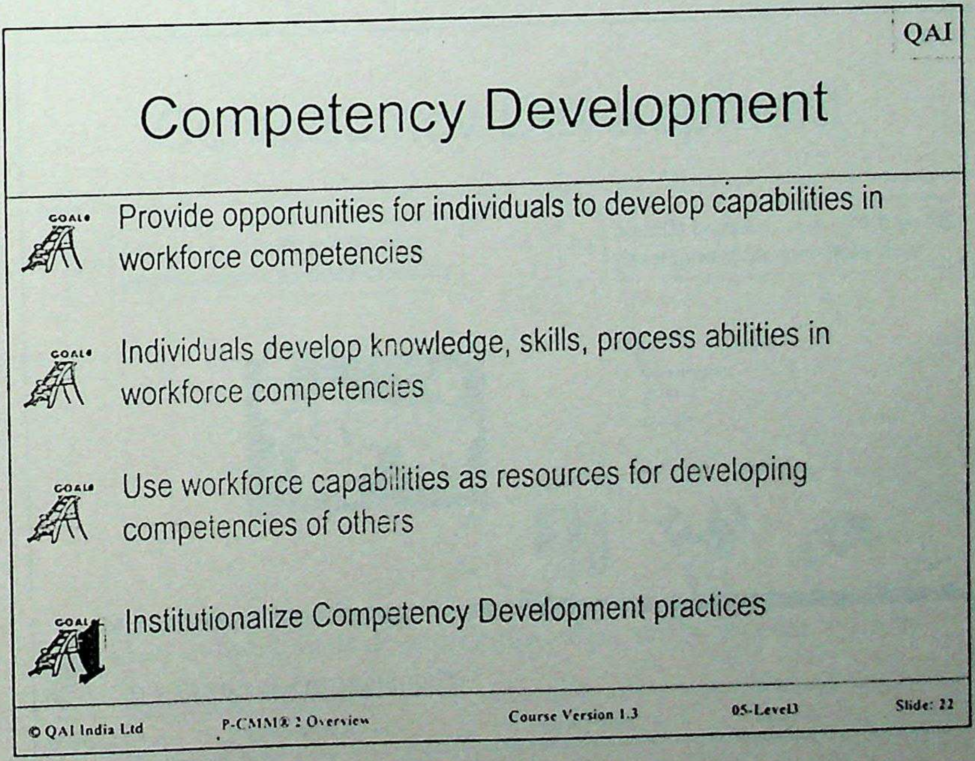

QAI

Competency Development

Provide opportunities for individuals to develop capabilities in workforce competencies

Individuals develop knowledge, skills, process abilities in workforce competencies

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Institutionalize Competency Development practices

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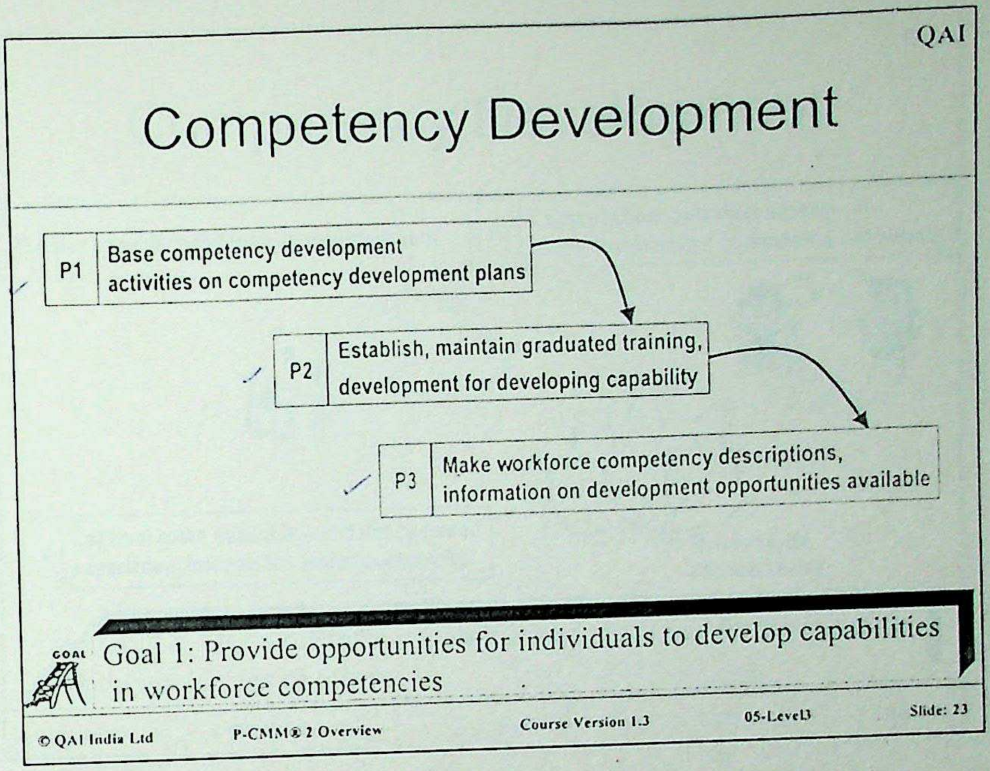

QAI

Competency Development

✓ **P1** Base competency development activities on competency development plans

✓ **P2** Establish, maintain graduated training, development for developing capability

✓ **P3** Make workforce competency descriptions, information on development opportunities available

GOAL Goal 1: Provide opportunities for individuals to develop capabilities in workforce competencies

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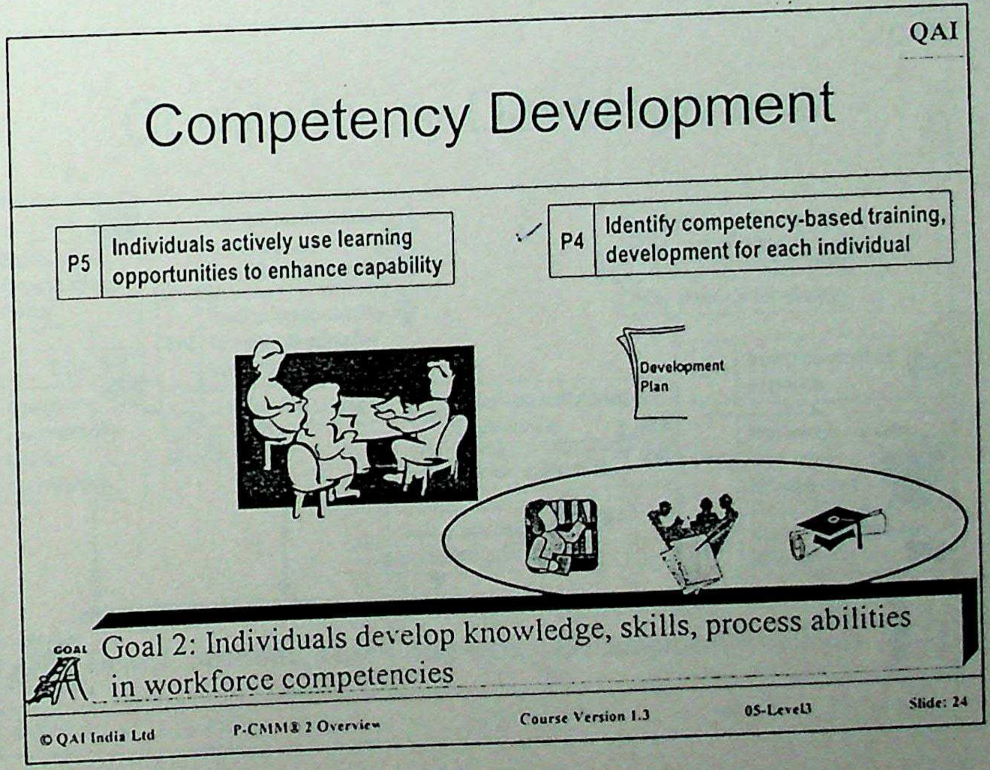

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Competency Development

P5 Individuals actively use learning opportunities to enhance capability

✓ **P4** Identify competency-based training, development for each individual

Development Plan

GOAL Goal 2: Individuals develop knowledge, skills, process abilities in workforce competencies

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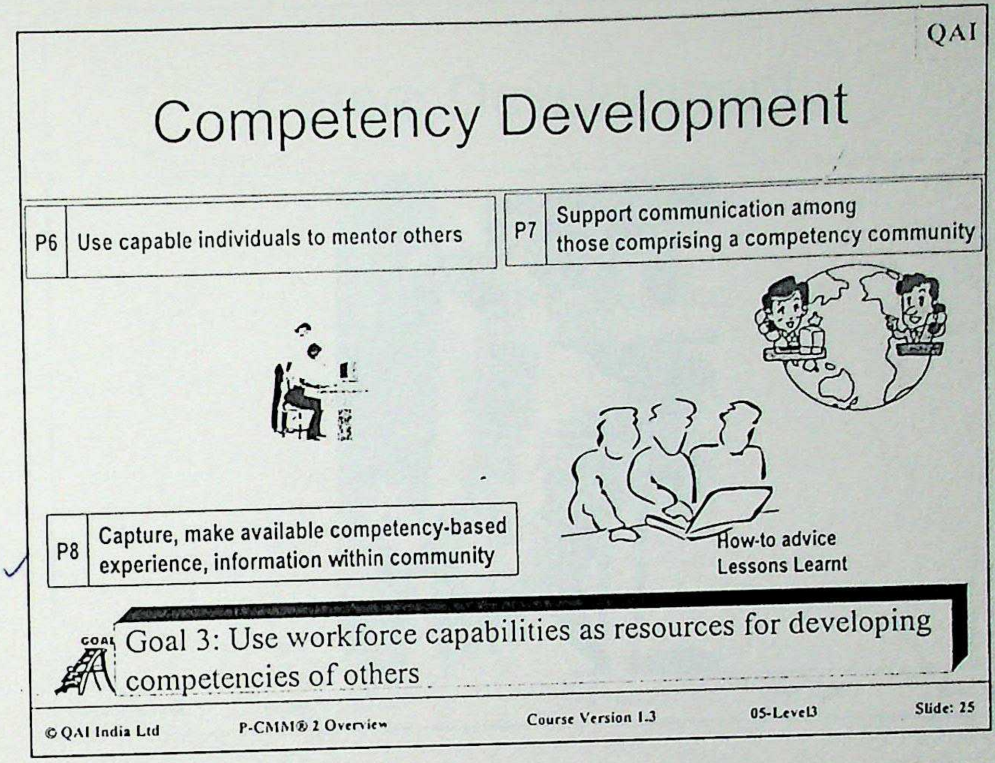

QAI

Competency Development

P6 Use capable individuals to mentor others

P7 Support communication among those comprising a competency community

P8 Capture, make available competency-based experience, information within community

How-to advice
Lessons Learnt

Goal 3: Use workforce capabilities as resources for developing competencies of others

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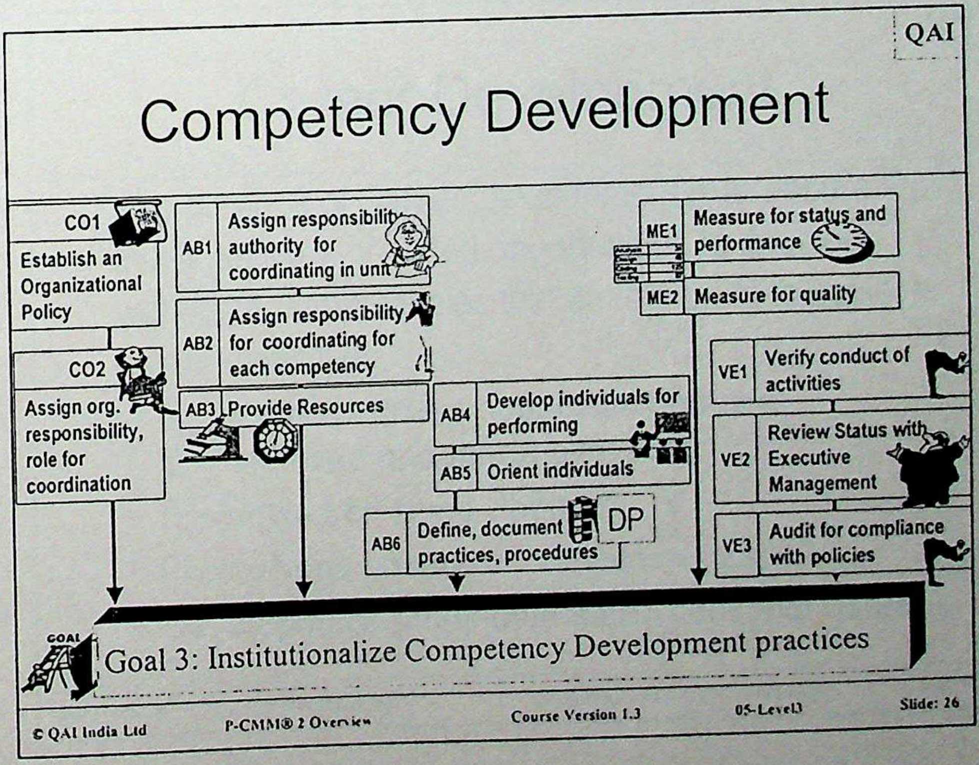

QAI

Competency Development

CO1 Establish an Organizational Policy

CO2 Assign org. responsibility, role for coordination

AB1 Assign responsibility, authority for coordinating in unit

AB2 Assign responsibility for coordinating for each competency

AB3 Provide Resources

AB4 Develop individuals for performing

AB5 Orient individuals

AB6 Define, document practices, procedures

ME1 Measure for status and performance

ME2 Measure for quality

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

VE3 Audit for compliance with policies

Goal 3: Institutionalize Competency Development practices

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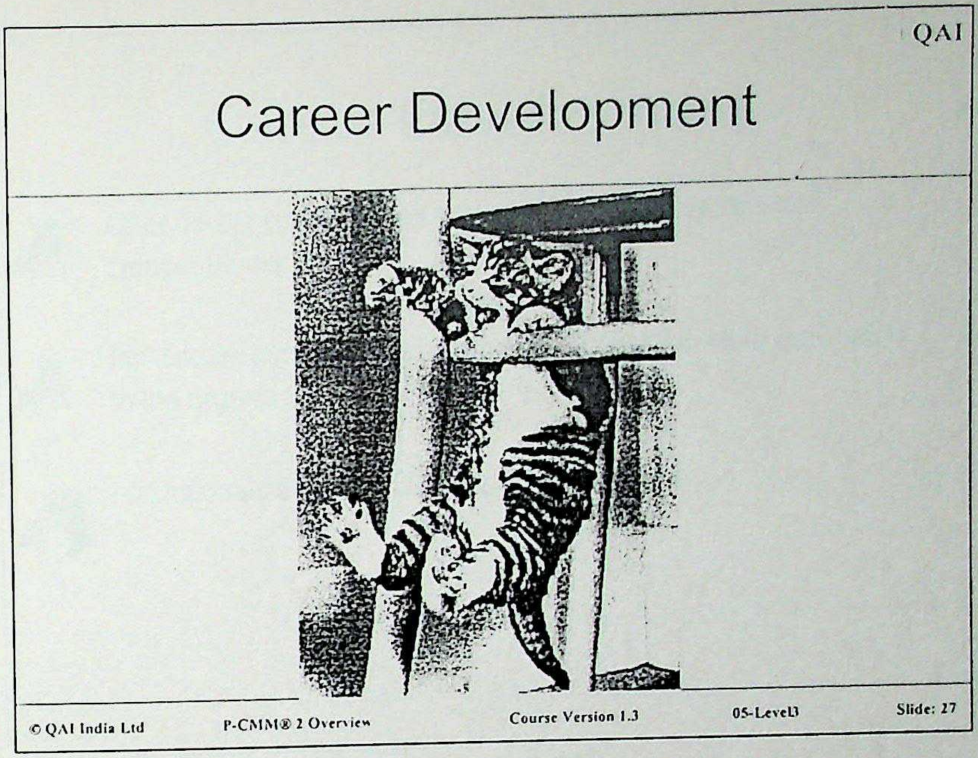

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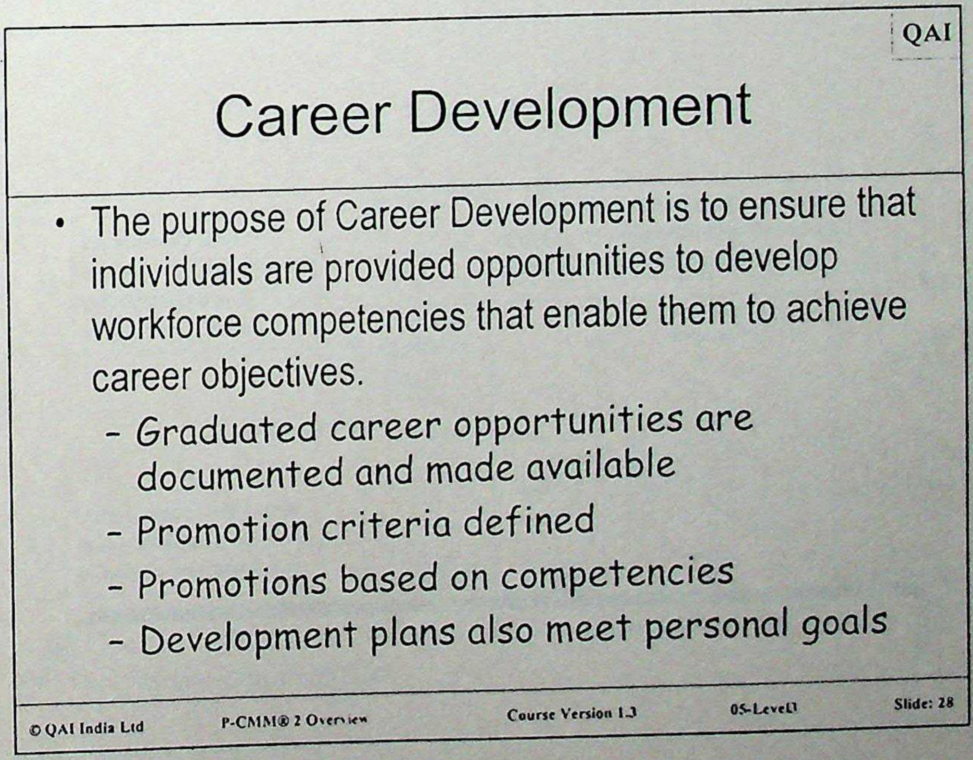
Career Development



QAI

Career Development

- The purpose of Career Development is to ensure that individuals are provided opportunities to develop workforce competencies that enable them to achieve career objectives.
  - Graduated career opportunities are documented and made available
  - Promotion criteria defined
  - Promotions based on competencies
  - Development plans also meet personal goals

QAI

Career Development

- Offer career opportunities providing growth in workforce competencies
- Individuals pursue career opportunities that increase their value to the organization
- Institutionalize Career Development practices

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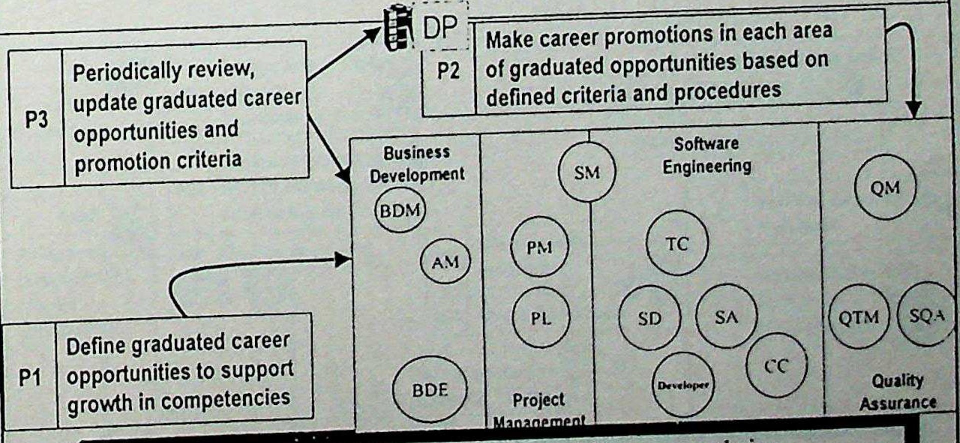
QAI

Career Development


DP
Business Development
BDM
AM
BDE
SM
PM
PL
Project Management
Software Engineering
TC
SD
SA
CC
Developer
QM
QTM
SQA
Quality Assurance

P3 Periodically review, update graduated career opportunities and promotion criteria

P2 Make career promotions in each area of graduated opportunities based on defined criteria and procedures

P1 Define graduated career opportunities to support growth in competencies

Goal 1: Offer career opportunities providing growth in workforce competencies

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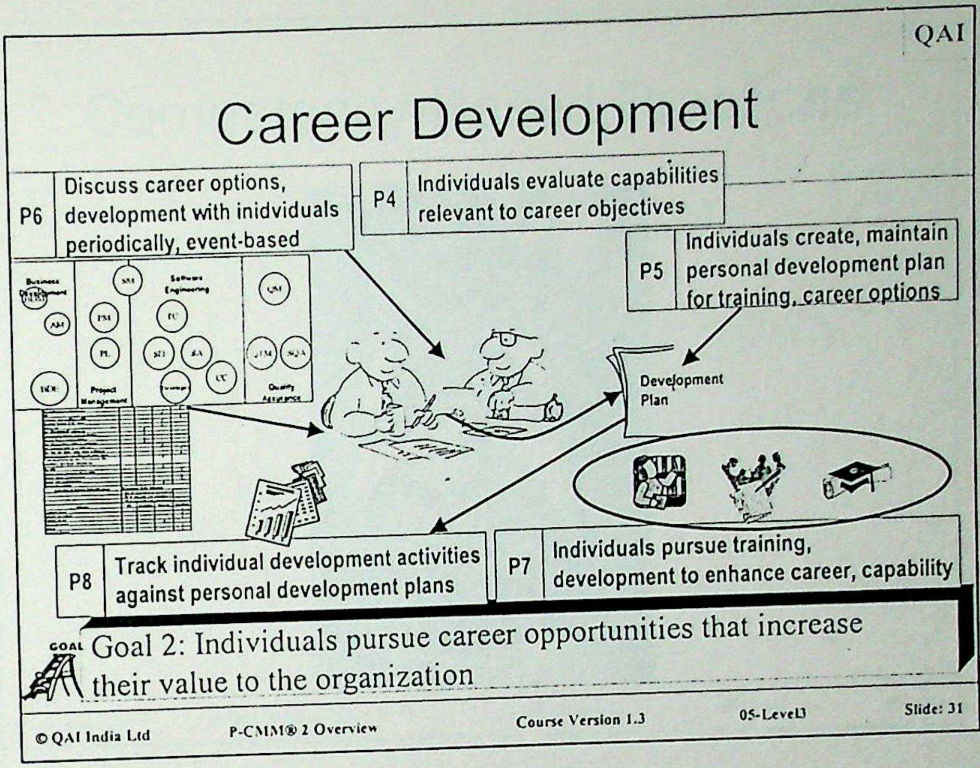

QAI

Career Development

P6 Discuss career options, development with inidviduals periodically, event-based

P4 Individuals evaluate capabilities relevant to career objectives

P5 Individuals create, maintain personal development plan for training, career options

P8 Track individual development activities against personal development plans

P7 Individuals pursue training, development to enhance career, capability

Goal 2: Individuals pursue career opportunities that increase their value to the organization

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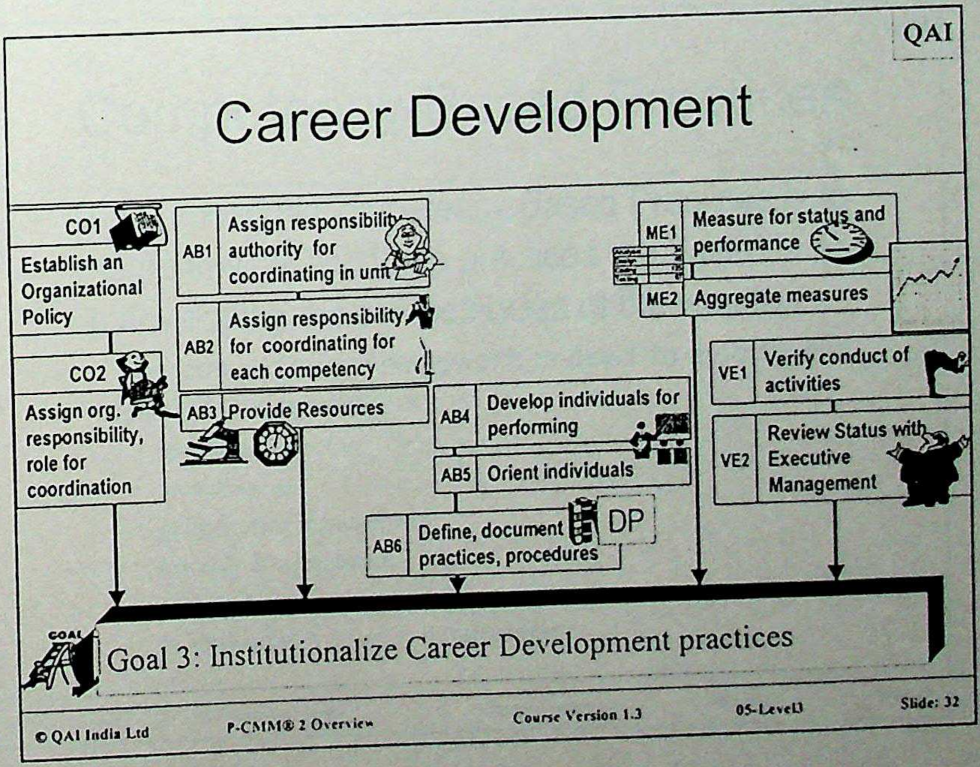

QAI

Career Development

CO1 Establish an Organizational Policy

CO2 Assign org. responsibility, role for coordination

AB1 Assign responsibility authority for coordinating in unit

AB2 Assign responsibility for coordinating for each competency

AB3 Provide Resources

AB4 Develop individuals for performing

AB5 Orient individuals

AB6 Define, document practices, procedures

ME1 Measure for status and performance

ME2 Aggregate measures

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 3: Institutionalize Career Development practices

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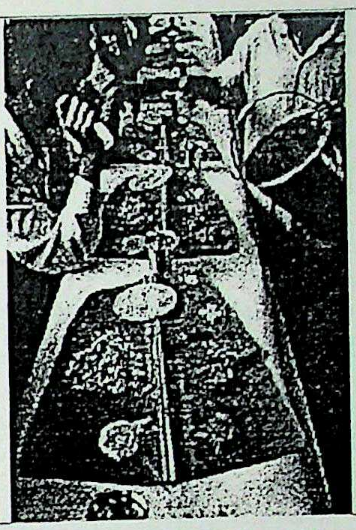
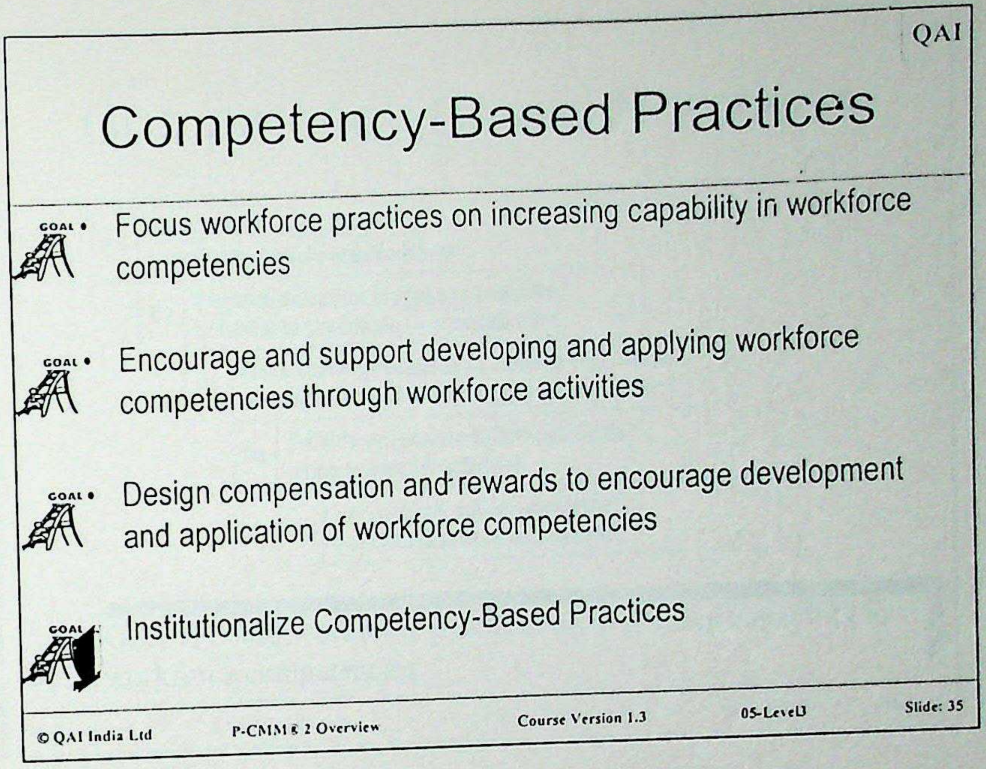
Competency-Based Practices



Competency-Based Practices

- The purpose of Competency-Based Practices is to ensure that all workforce practices are based in part on developing the competencies of the workforce.
  - The competency framework is used to modify the level-2 processes for
    - recruiting, selection
    - transitioning
    - performance management
    - rewards & recognition
    - compensation
    - in addition to training & development



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Competency-Based Practices

- GOAL • Focus workforce practices on increasing capability in workforce competencies
- GOAL • Encourage and support developing and applying workforce competencies through workforce activities
- GOAL • Design compensation and rewards to encourage development and application of workforce competencies
- GOAL Institutionalize Competency-Based Practices

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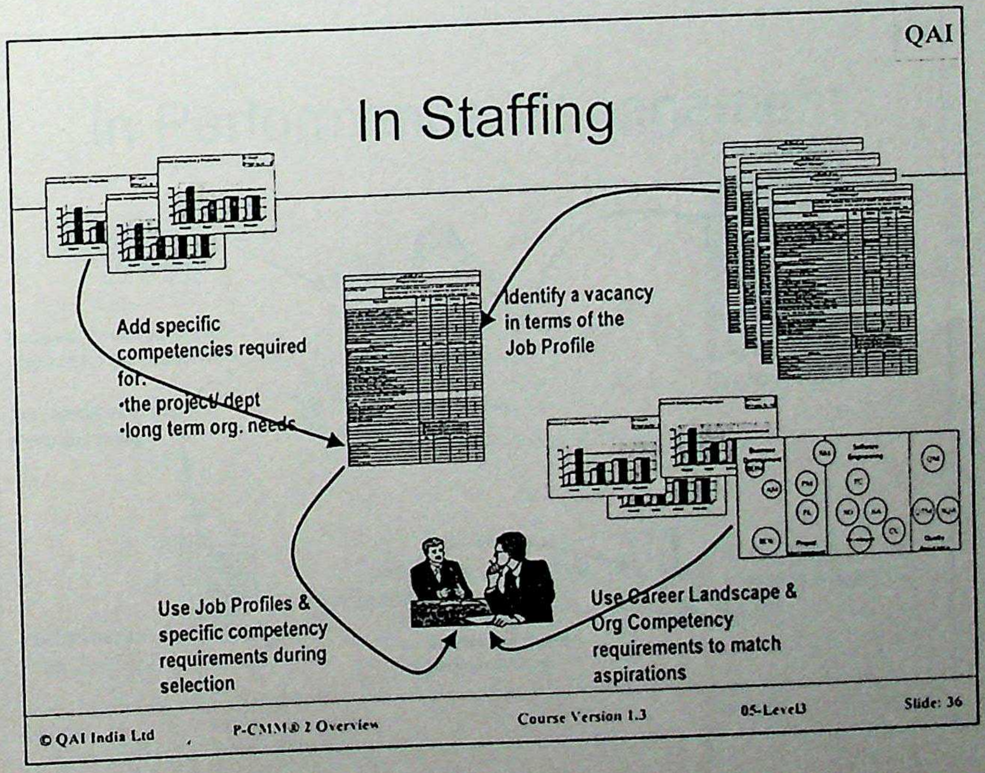

QAI

In Staffing

Add specific competencies required for:
- the project/ dept
- long term org. needs

Identify a vacancy in terms of the Job Profile

Use Job Profiles & specific competency requirements during selection

Use Career Landscape & Org Competency requirements to match aspirations

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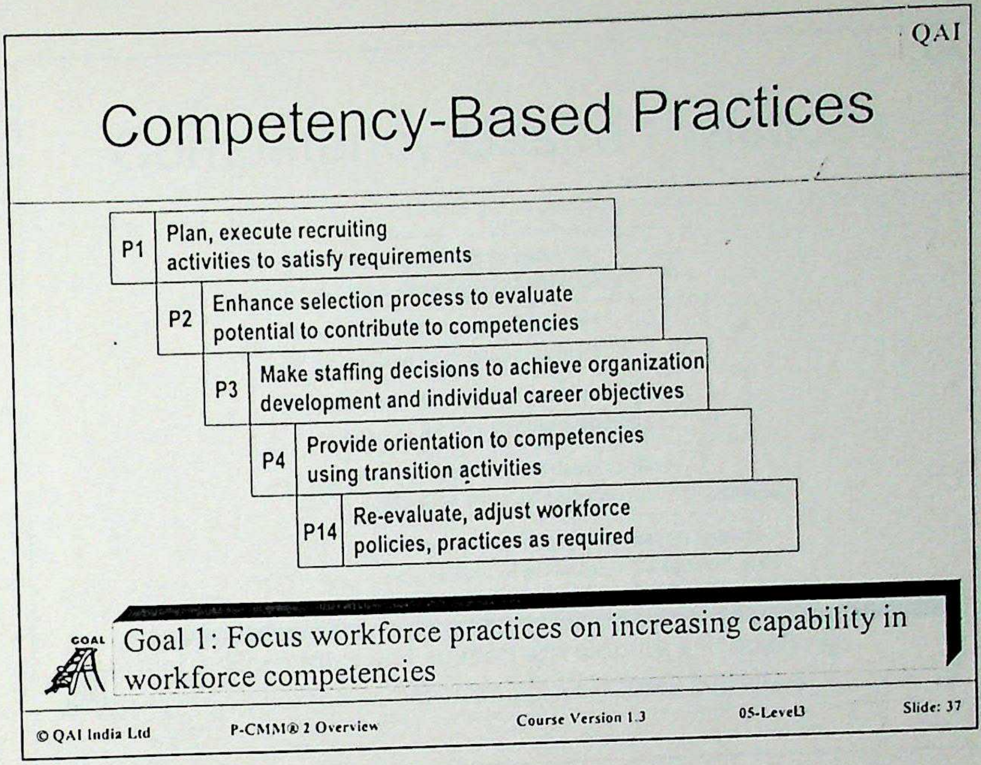

QAI

Competency-Based Practices

P1	Plan, execute recruiting activities to satisfy requirements
P2	Enhance selection process to evaluate potential to contribute to competencies
P3	Make staffing decisions to achieve organization development and individual career objectives
P4	Provide orientation to competencies using transition activities
P14	Re-evaluate, adjust workforce policies, practices as required

GOAL

Goal 1: Focus workforce practices on increasing capability in workforce competencies

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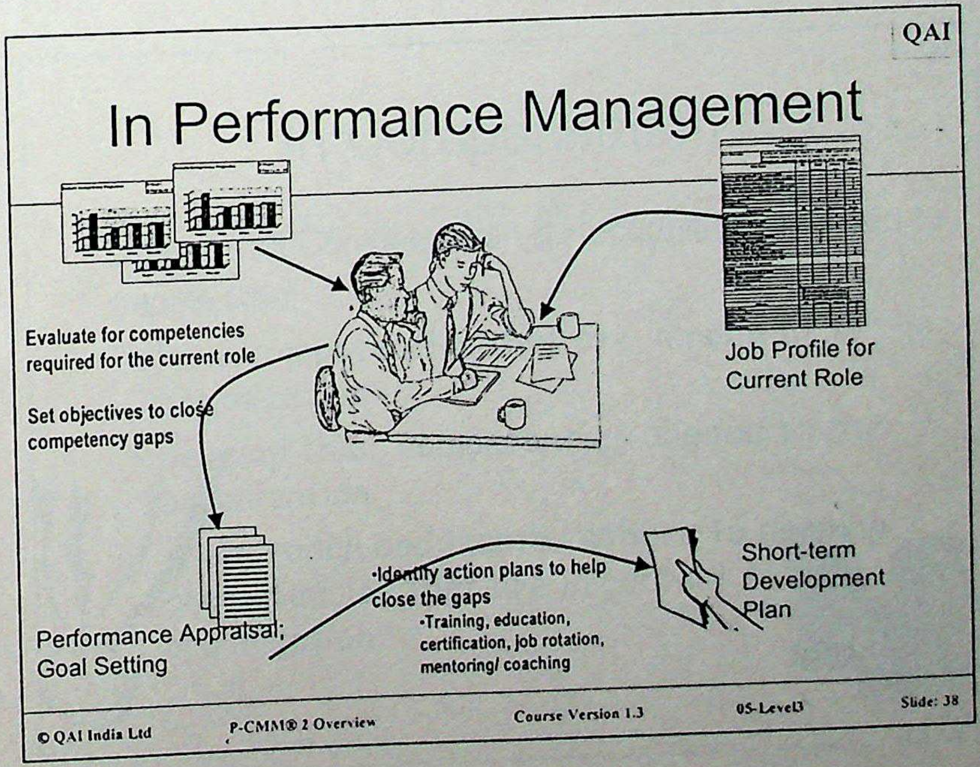

QAI

In Performance Management

Evaluate for competencies required for the current role

Set objectives to close competency gaps

Job Profile for Current Role

Performance Appraisal; Goal Setting

- Identify action plans to help close the gaps
  - Training, education, certification, job rotation, mentoring/ coaching

Short-term Development Plan

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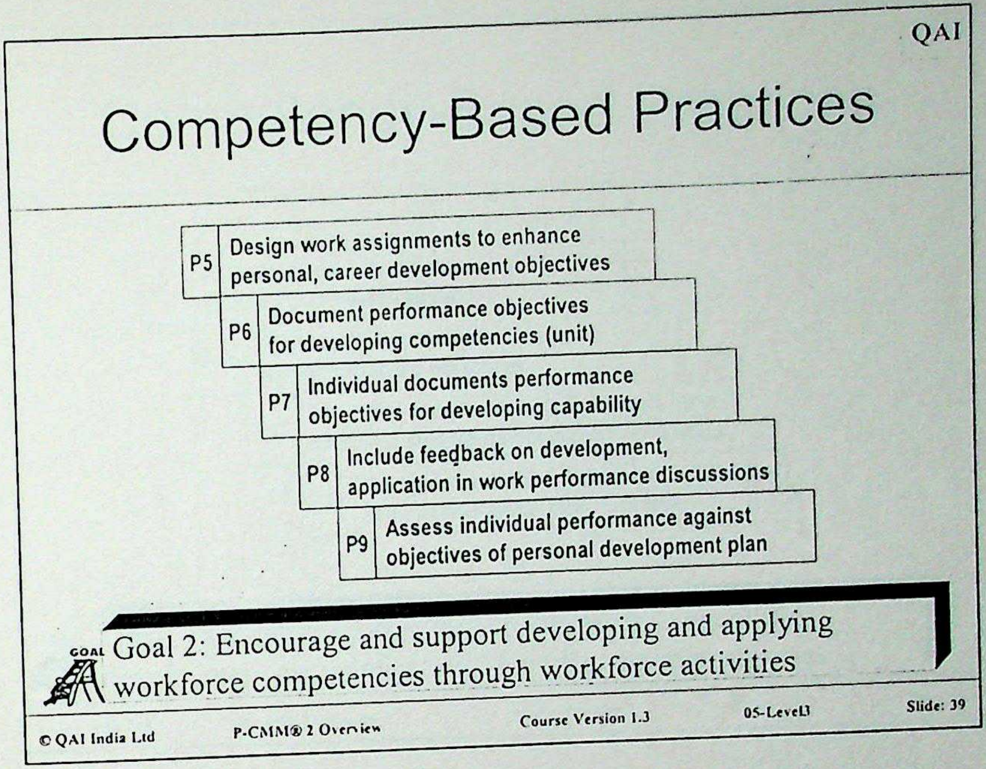
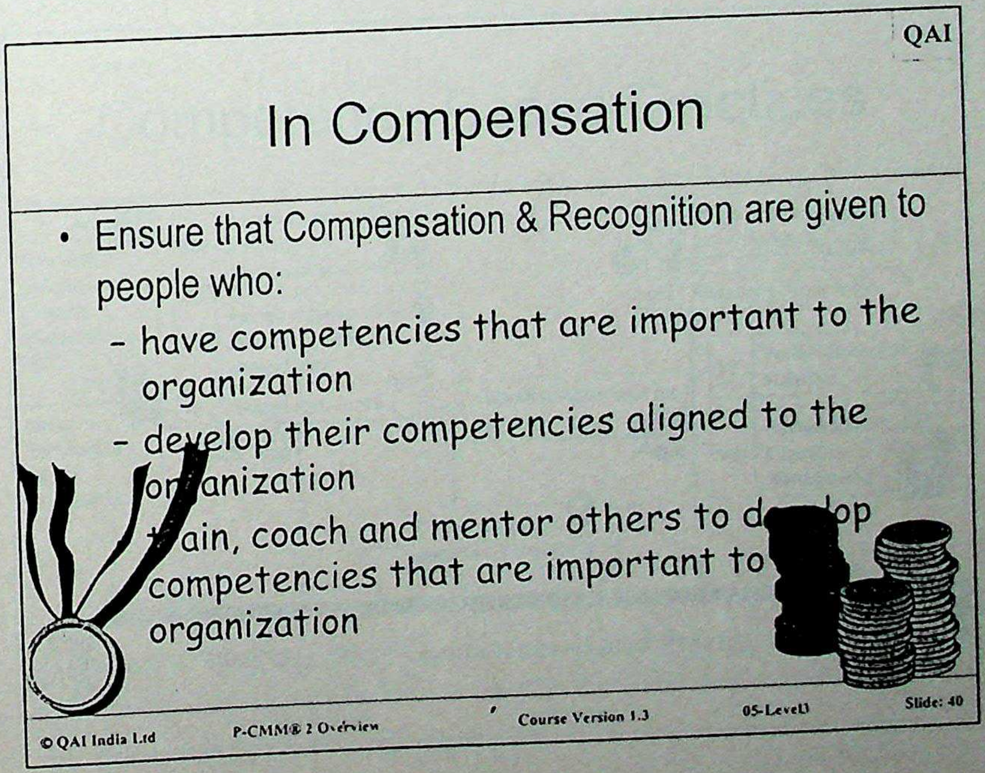


QAI

Competency-Based Practices

P5	Design work assignments to enhance personal, career development objectives
P6	Document performance objectives for developing competencies (unit)
P7	Individual documents performance objectives for developing capability
P8	Include feedback on development, application in work performance discussions
P9	Assess individual performance against objectives of personal development plan

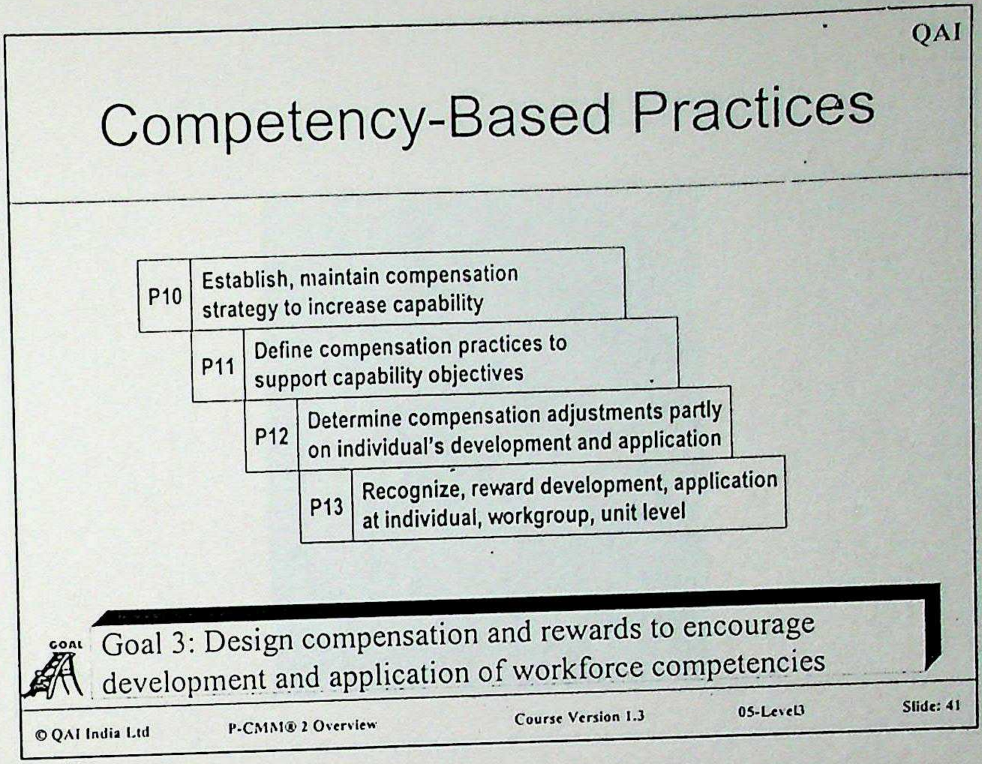
Goal 2: Encourage and support developing and applying workforce competencies through workforce activities



QAI

In Compensation

- Ensure that Compensation & Recognition are given to people who:
  - have competencies that are important to the organization
  - develop their competencies aligned to the organization
  - train, coach and mentor others to develop competencies that are important to organization



QAI

Competency-Based Practices

P10	Establish, maintain compensation strategy to increase capability
P11	Define compensation practices to support capability objectives
P12	Determine compensation adjustments partly on individual's development and application
P13	Recognize, reward development, application at individual, workgroup, unit level

Goal 3: Design compensation and rewards to encourage development and application of workforce competencies

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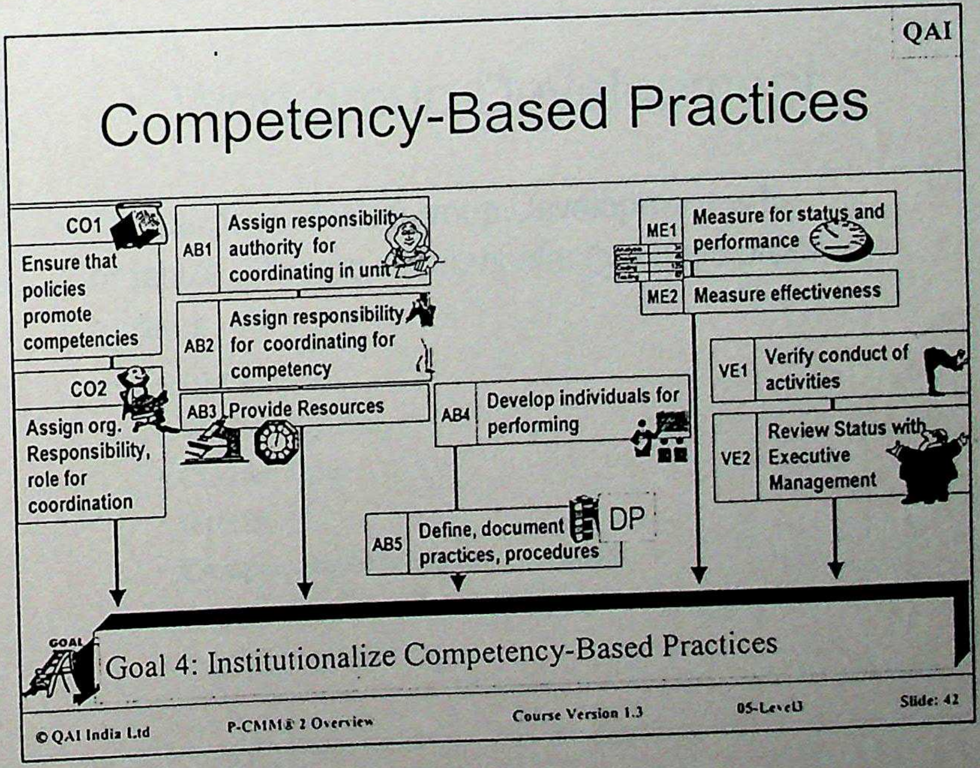

QAI

Competency-Based Practices

CO1 Ensure that policies promote competencies

CO2 Assign org. Responsibility, role for coordination

AB1 Assign responsibility authority for coordinating in unit

AB2 Assign responsibility for coordinating for competency

AB3 Provide Resources

AB4 Develop individuals for performing

AB5 Define, document practices, procedures

ME1 Measure for status and performance

ME2 Measure effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 4: Institutionalize Competency-Based Practices

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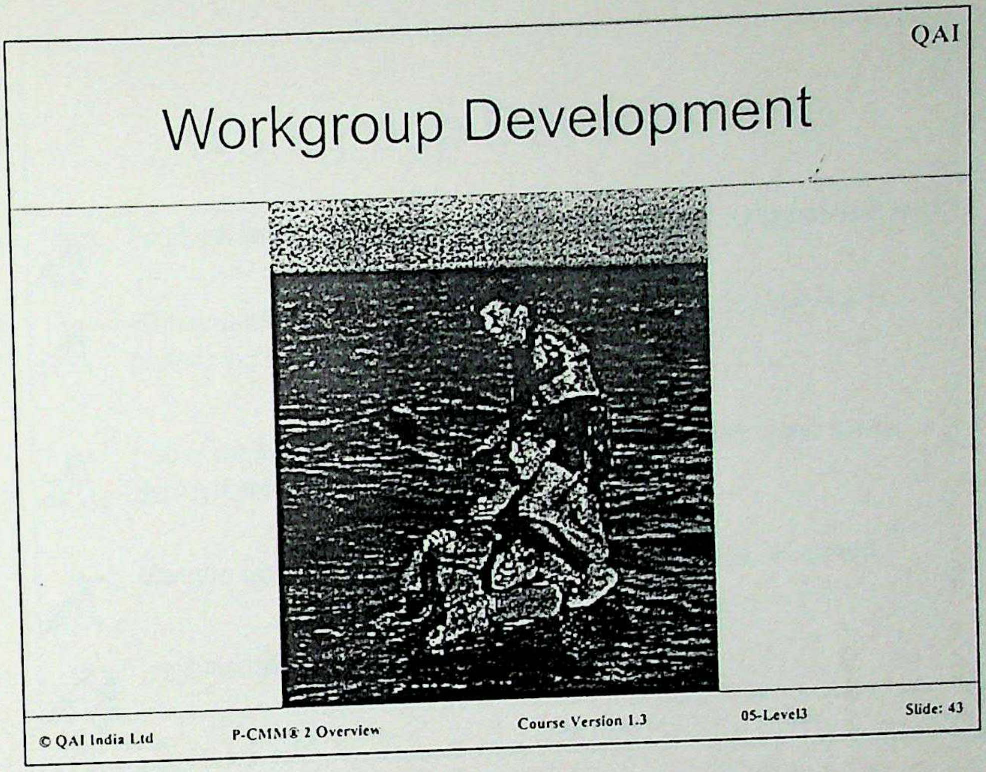

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Workgroup Development

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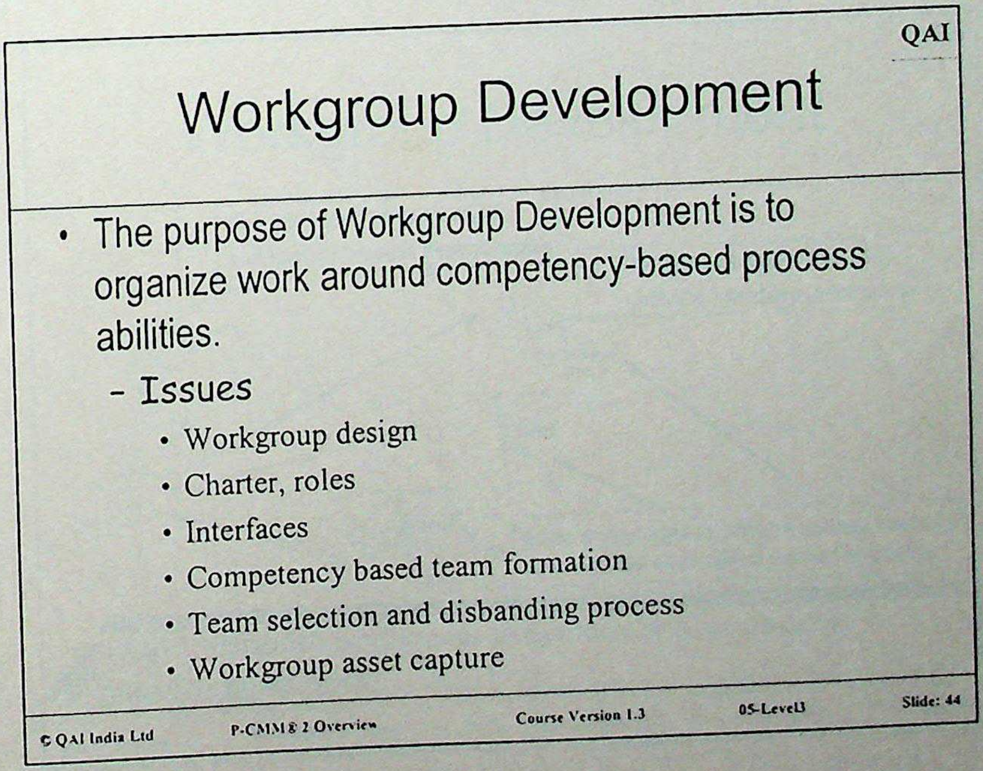

QAI

Workgroup Development

- The purpose of Workgroup Development is to organize work around competency-based process abilities.
  - Issues
    - Workgroup design
    - Charter, roles
    - Interfaces
    - Competency based team formation
    - Team selection and disbanding process
    - Workgroup asset capture

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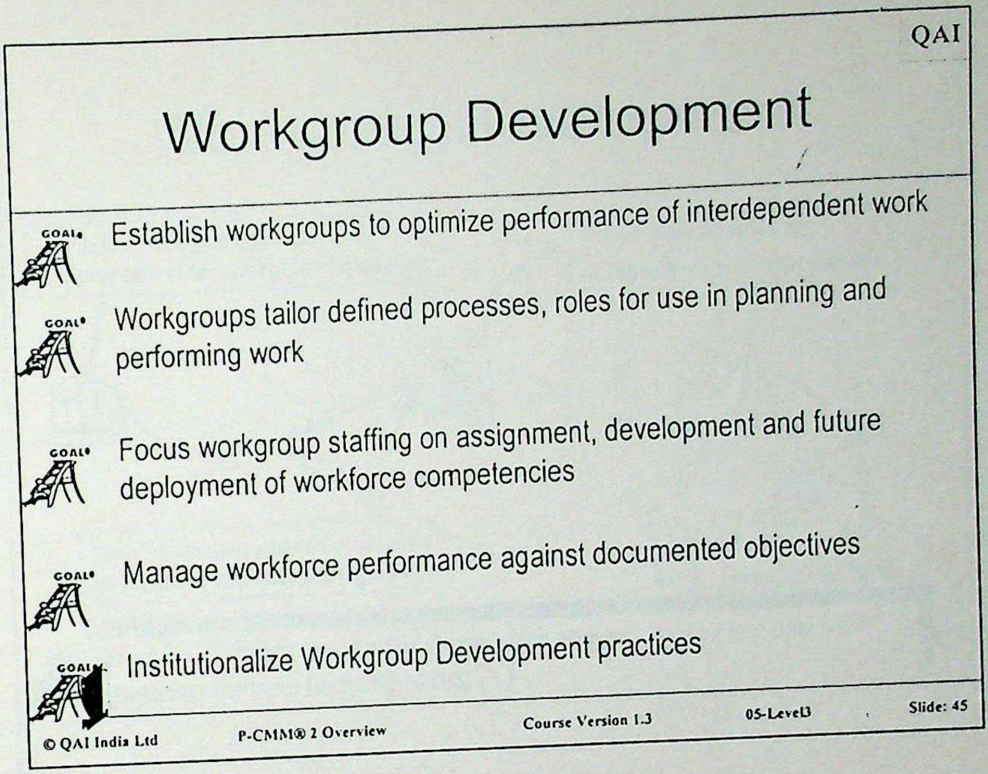

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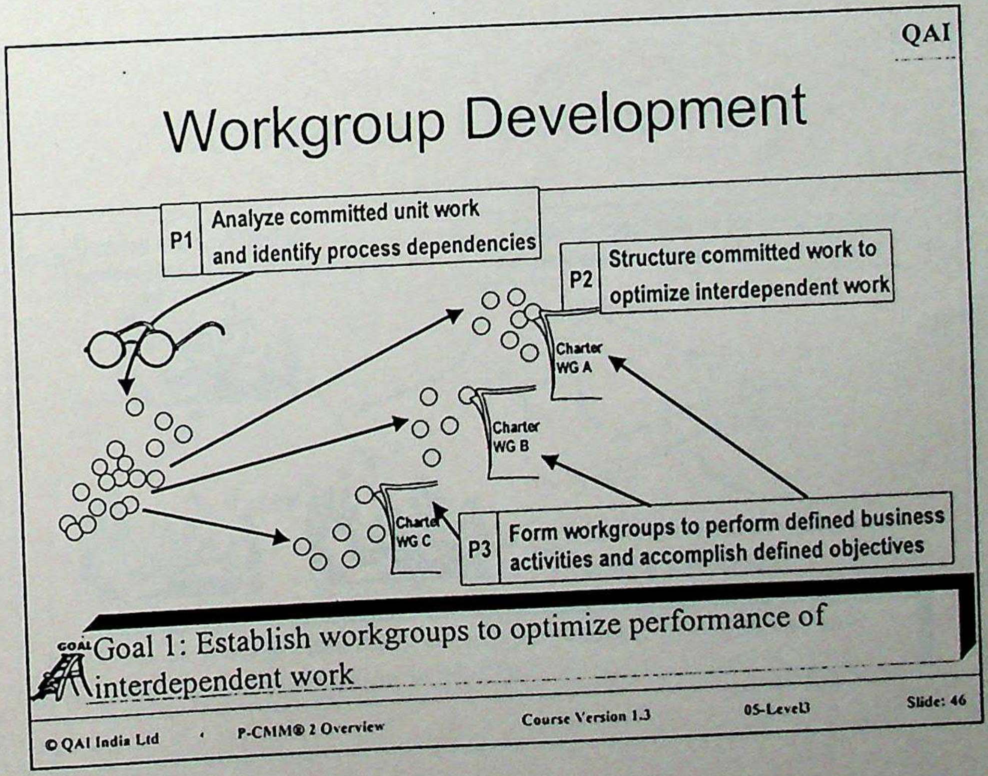
Workgroup Development

- Establish workgroups to optimize performance of interdependent work
- Workgroups tailor defined processes, roles for use in planning and performing work
- Focus workgroup staffing on assignment, development and future deployment of workforce competencies
- Manage workforce performance against documented objectives
- Institutionalize Workgroup Development practices



QAI

Workgroup Development

P1 Analyze committed unit work and identify process dependencies

P2 Structure committed work to optimize interdependent work

P3 Form workgroups to perform defined business activities and accomplish defined objectives

Goal 1: Establish workgroups to optimize performance of interdependent work

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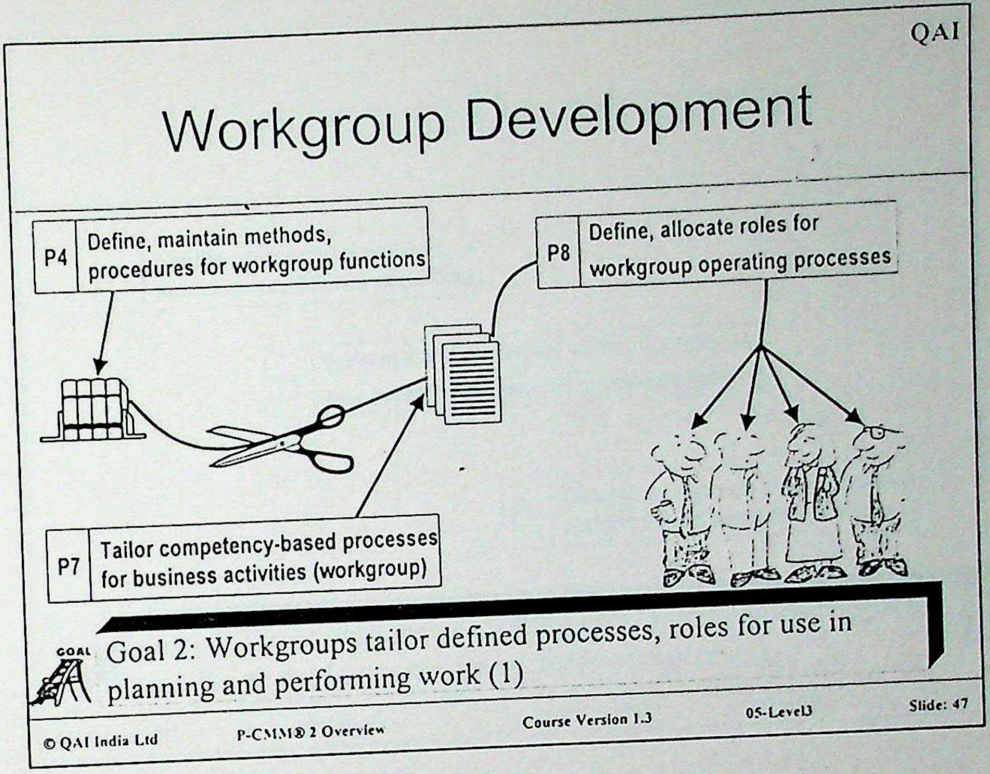

QAI

Workgroup Development

P4 Define, maintain methods, procedures for workgroup functions

P8 Define, allocate roles for workgroup operating processes

P7 Tailor competency-based processes for business activities (workgroup)

GOAL Goal 2: Workgroups tailor defined processes, roles for use in planning and performing work (1)

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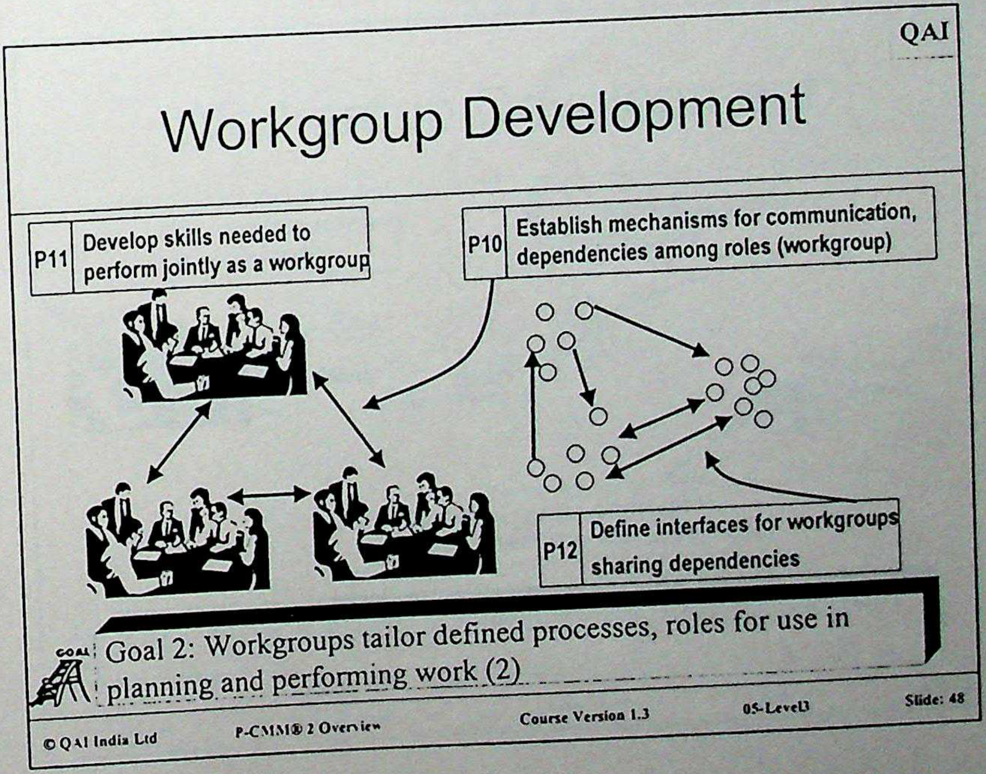

QAI

Workgroup Development

P11 Develop skills needed to perform jointly as a workgroup

P10 Establish mechanisms for communication, dependencies among roles (workgroup)

P12 Define interfaces for workgroups sharing dependencies

GOAL Goal 2: Workgroups tailor defined processes, roles for use in planning and performing work (2)

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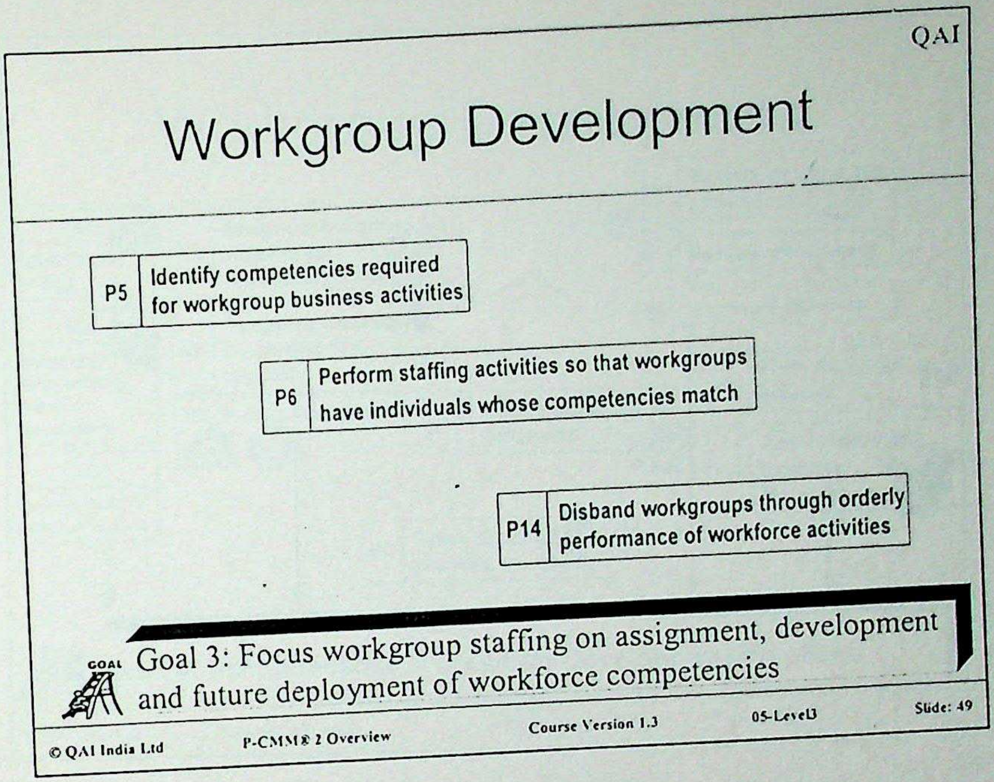

QAI

Workgroup Development

P5 Identify competencies required for workgroup business activities

P6 Perform staffing activities so that workgroups have individuals whose competencies match

P14 Disband workgroups through orderly performance of workforce activities

GOAL Goal 3: Focus workgroup staffing on assignment, development and future deployment of workforce competencies

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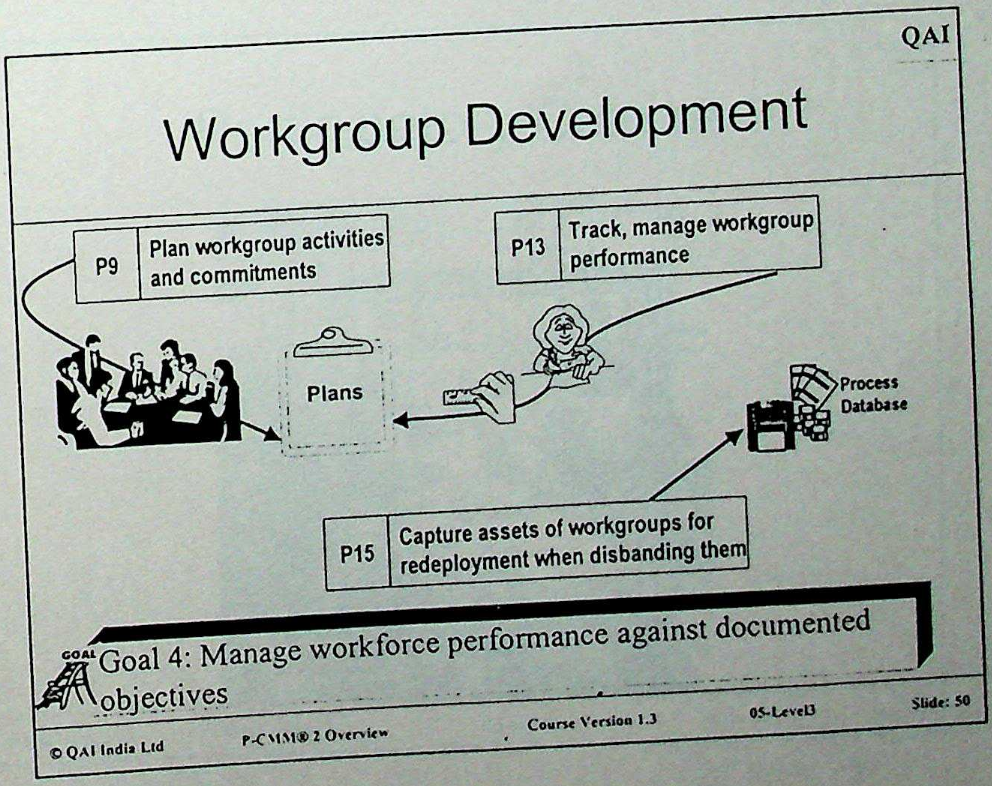

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Workgroup Development

P9 Plan workgroup activities and commitments

P13 Track, manage workgroup performance

P15 Capture assets of workgroups for redeployment when disbanding them

GOAL Goal 4: Manage workforce performance against documented objectives

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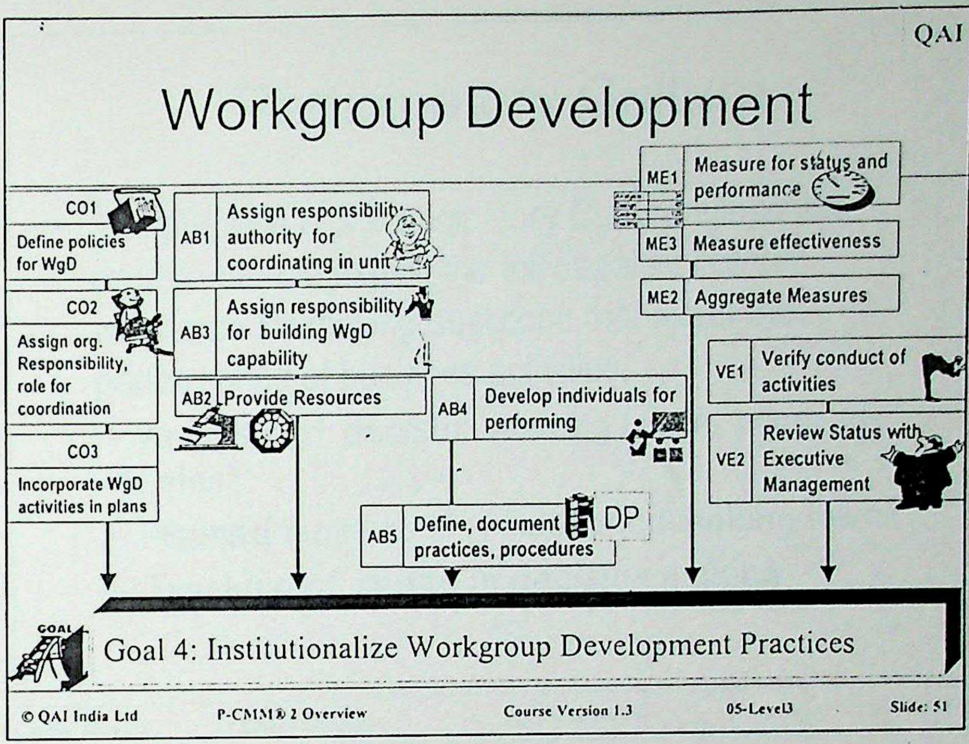

QAI

Workgroup Development

CO1 Define policies for WgD

CO2 Assign org. Responsibility, role for coordination

CO3 Incorporate WgD activities in plans

AB1 Assign responsibility authority for coordinating in unit

AB3 Assign responsibility for building WgD capability

AB2 Provide Resources

AB4 Develop individuals for performing

AB5 Define, document practices, procedures

DP

ME1 Measure for status and performance

ME3 Measure effectiveness

ME2 Aggregate Measures

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 4: Institutionalize Workgroup Development Practices

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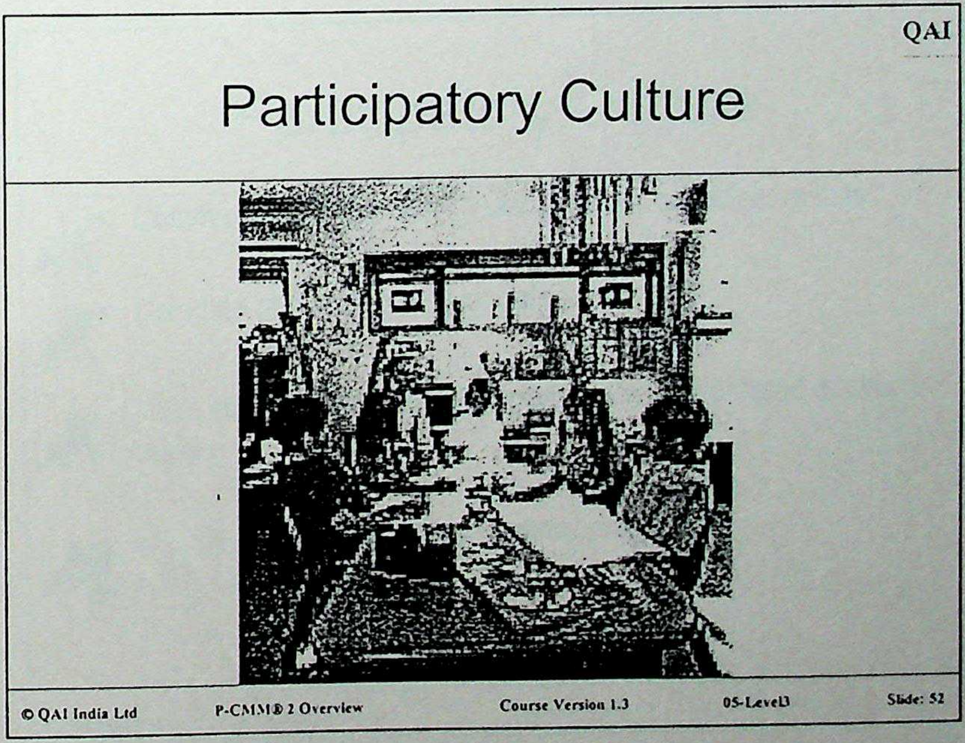

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Participatory Culture

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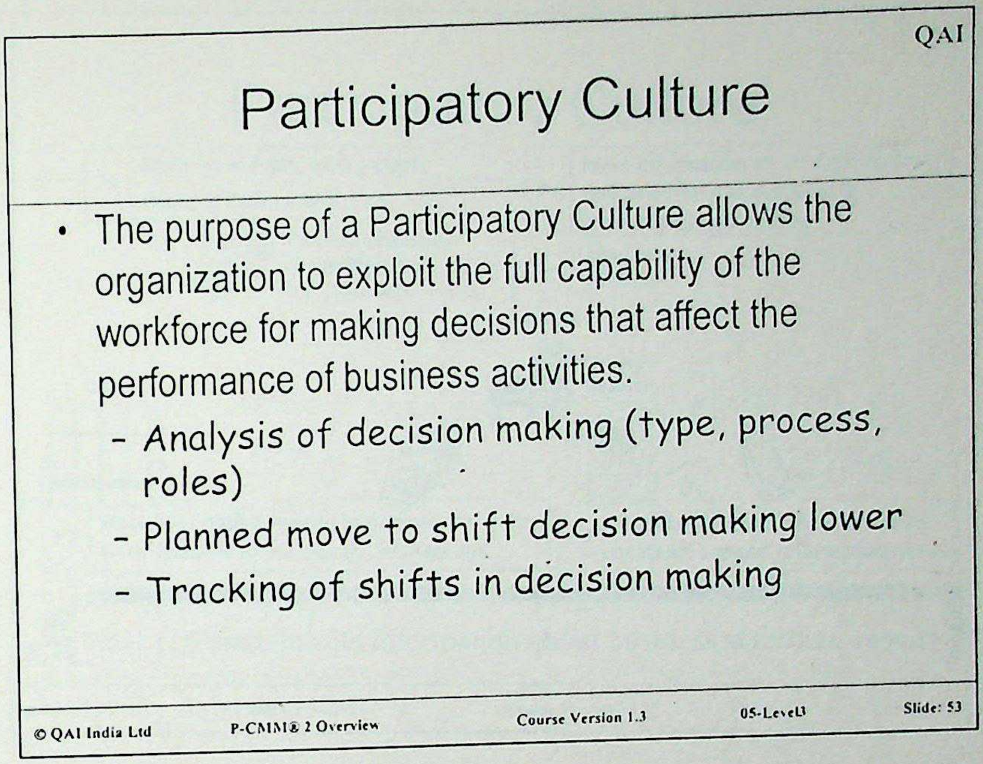

QAI

Participatory Culture

- The purpose of a Participatory Culture allows the organization to exploit the full capability of the workforce for making decisions that affect the performance of business activities.
  - Analysis of decision making (type, process, roles)
  - Planned move to shift decision making lower
  - Tracking of shifts in decision making

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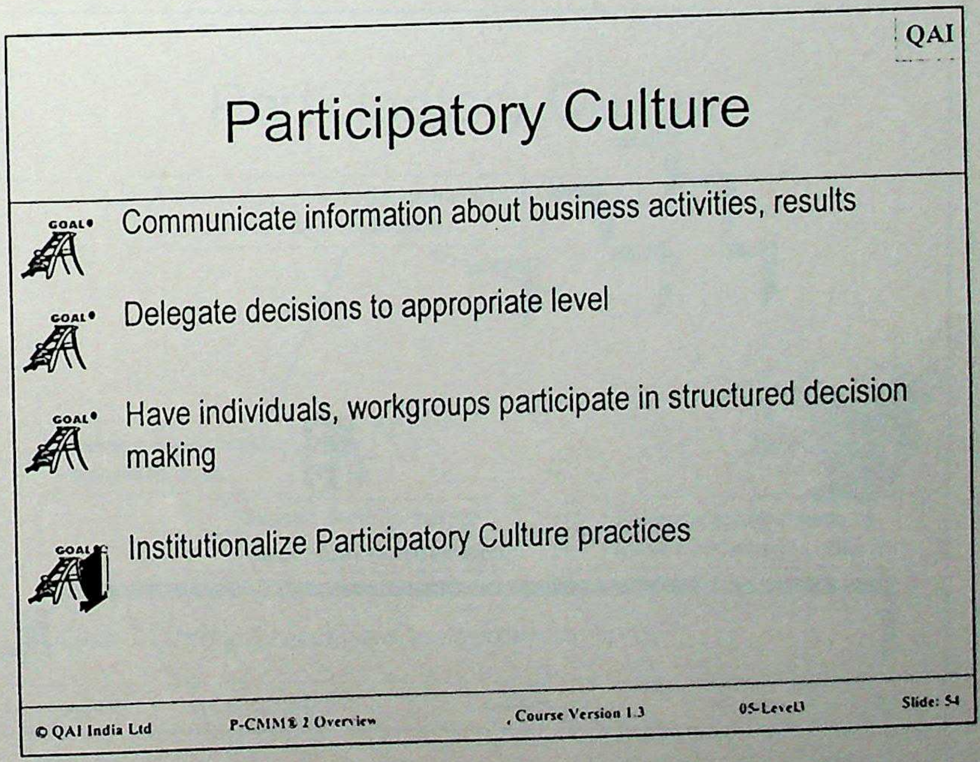

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Participatory Culture

- Communicate information about business activities, results
- Delegate decisions to appropriate level
- Have individuals, workgroups participate in structured decision making
- Institutionalize Participatory Culture practices

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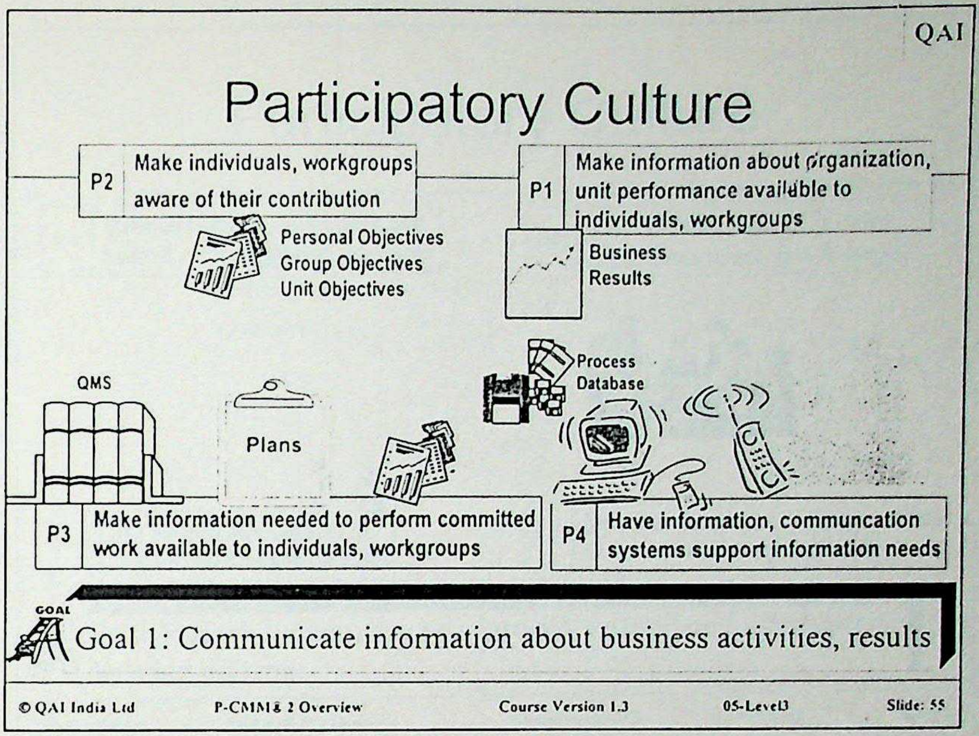

QAI

Participatory Culture

P2 Make individuals, workgroups aware of their contribution

P1 Make information about organization, unit performance available to individuals, workgroups

Personal Objectives
Group Objectives
Unit Objectives

Business Results

QMS
Plans
Process Database

P3 Make information needed to perform committed work available to individuals, workgroups

P4 Have information, communcation systems support information needs

Goal 1: Communicate information about business activities, results

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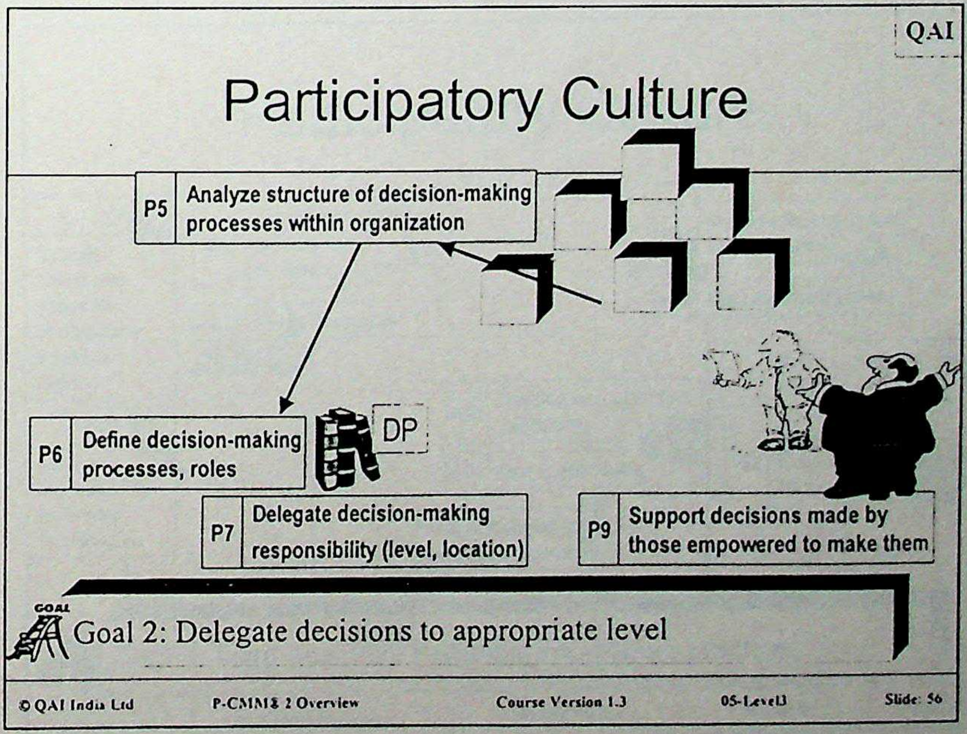

QAI

Participatory Culture

P5 Analyze structure of decision-making processes within organization

P6 Define decision-making processes, roles

P7 Delegate decision-making responsibility (level, location)

P9 Support decisions made by those empowered to make them

Goal 2: Delegate decisions to appropriate level

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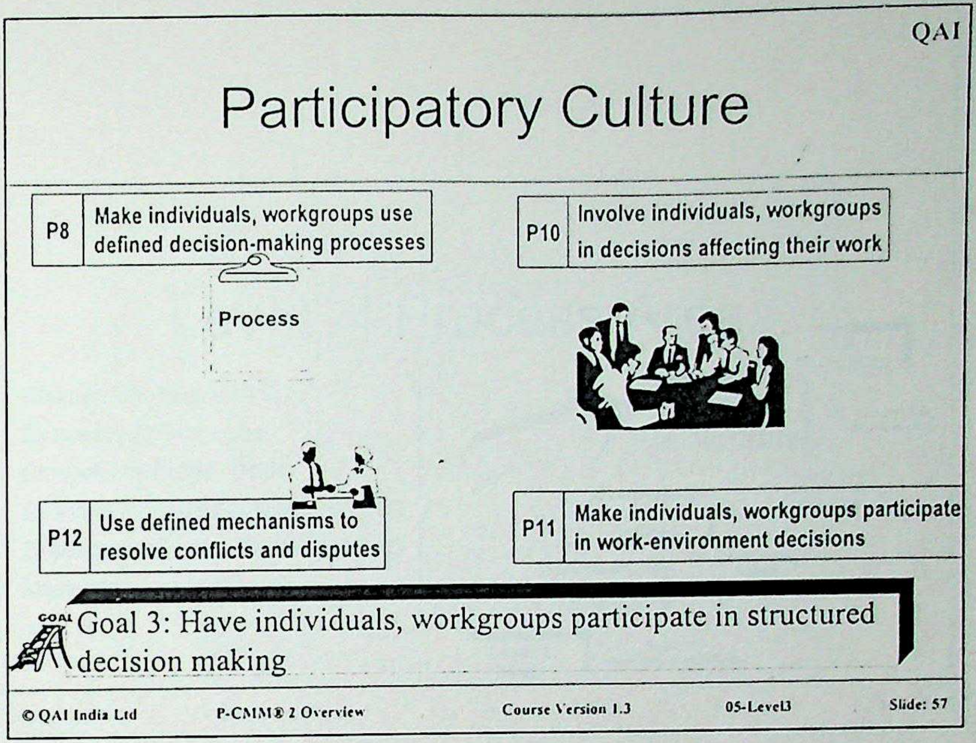

QAI

Participatory Culture

P8 Make individuals, workgroups use defined decision-making processes

Process

P10 Involve individuals, workgroups in decisions affecting their work

P12 Use defined mechanisms to resolve conflicts and disputes

P11 Make individuals, workgroups participate in work-environment decisions

GOAL Goal 3: Have individuals, workgroups participate in structured decision making

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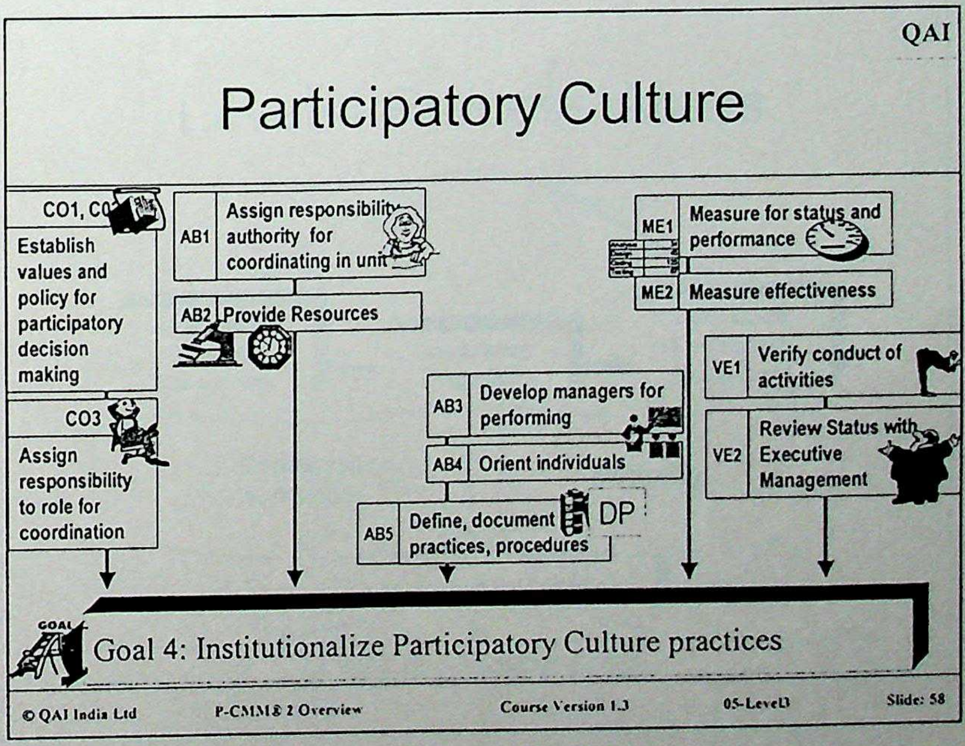

QAI

Participatory Culture

CO1, C Establish values and policy for participatory decision making

CO3 Assign responsibility to role for coordination

AB1 Assign responsibility, authority for coordinating in unit

AB2 Provide Resources

AB3 Develop managers for performing

AB4 Orient individuals

AB5 Define, document practices, procedures

DP

ME1 Measure for status and performance

ME2 Measure effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

GOAL Goal 4: Institutionalize Participatory Culture practices

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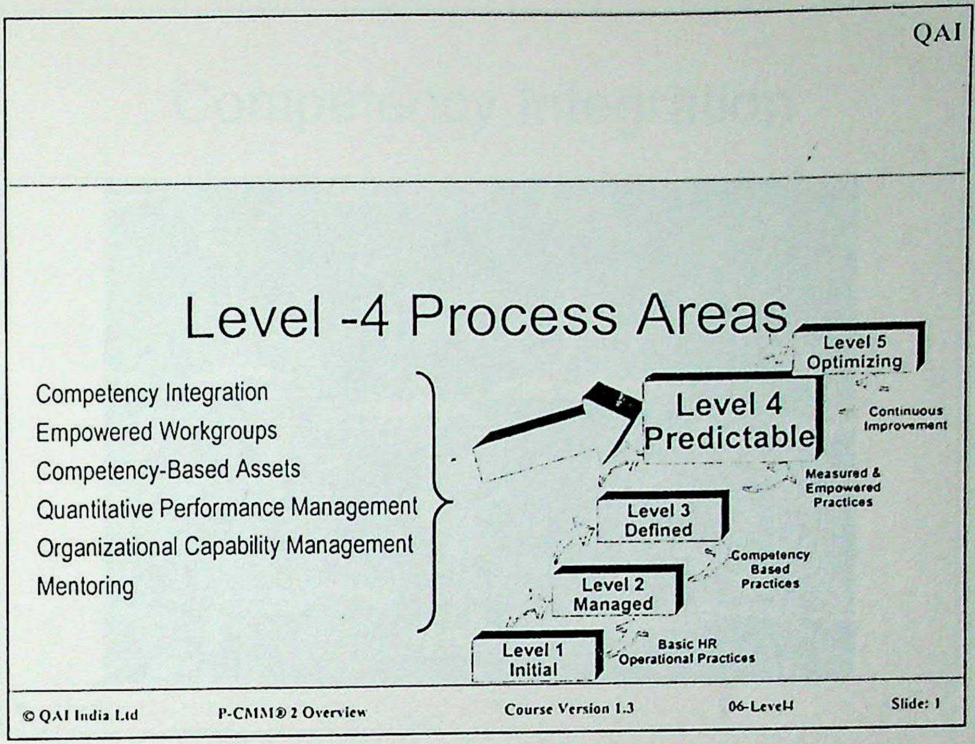

QAI

Level -4 Process Areas

- Competency Integration
- Empowered Workgroups
- Competency-Based Assets
- Quantitative Performance Management
- Organizational Capability Management
- Mentoring

Level 5
Optimizing
Continuous Improvement
Level 4
Predictable
Measured & Empowered Practices
Level 3
Defined
Competency Based Practices
Level 2
Managed
Basic HR Operational Practices
Level 1
Initial

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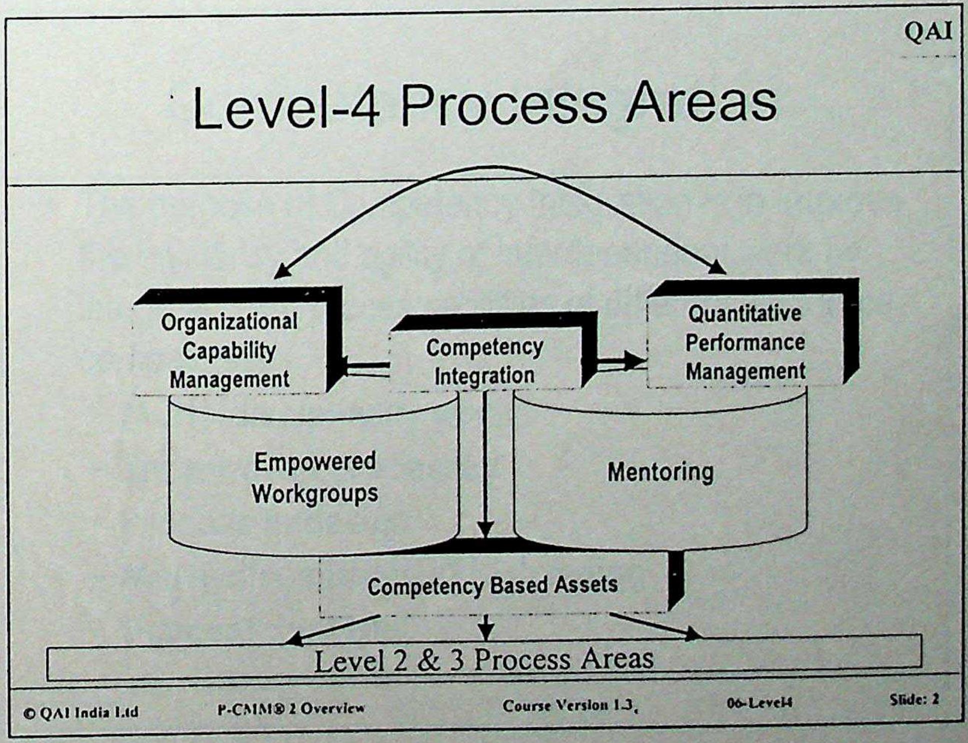

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Level-4 Process Areas

Organizational Capability Management
Competency Integration
Quantitative Performance Management
Empowered Workgroups
Mentoring
Competency Based Assets
Level 2 & 3 Process Areas

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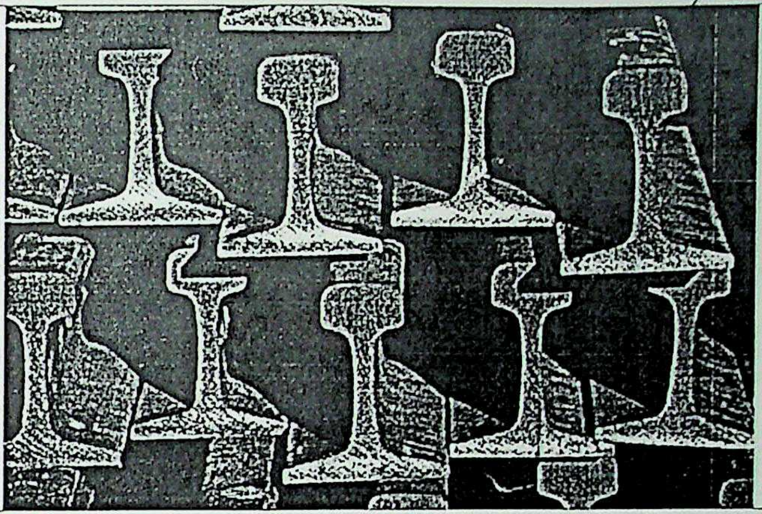
Competency Integration



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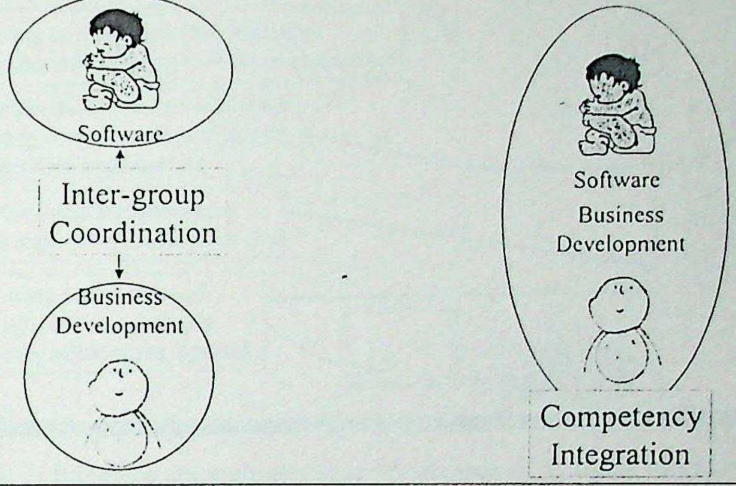
Competency Integration

- The purpose of Competency Integration is to improve the efficiency and agility of interdependent work by integrating the process abilities of different workforce competencies.
  - Multi-disciplinary work
  - Interwoven processes
  - Process redesign
  - Multi-disciplinary skill training
  - Support systems

Competency Integration



Software

Inter-group Coordination

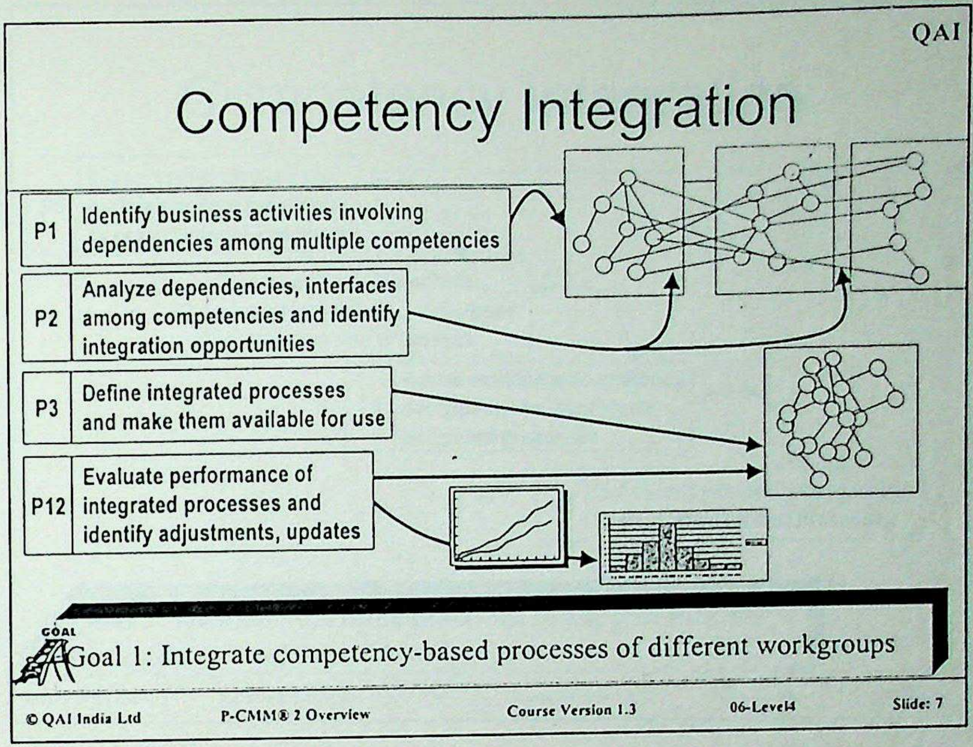
Business Development

Software Business Development

Competency Integration

Competency Integration

- Integrate competency-based processes of different workgroups
- Use integrated processes for work with dependencies among several competencies
- Design workforce practices to support multi-disciplinary work
- Institutionalize Competency Integration practices



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Competency Integration

- **P1** Identify business activities involving dependencies among multiple competencies
- **P2** Analyze dependencies, interfaces among competencies and identify integration opportunities
- **P3** Define integrated processes and make them available for use
- **P12** Evaluate performance of integrated processes and identify adjustments, updates

Goal 1: Integrate competency-based processes of different workgroups

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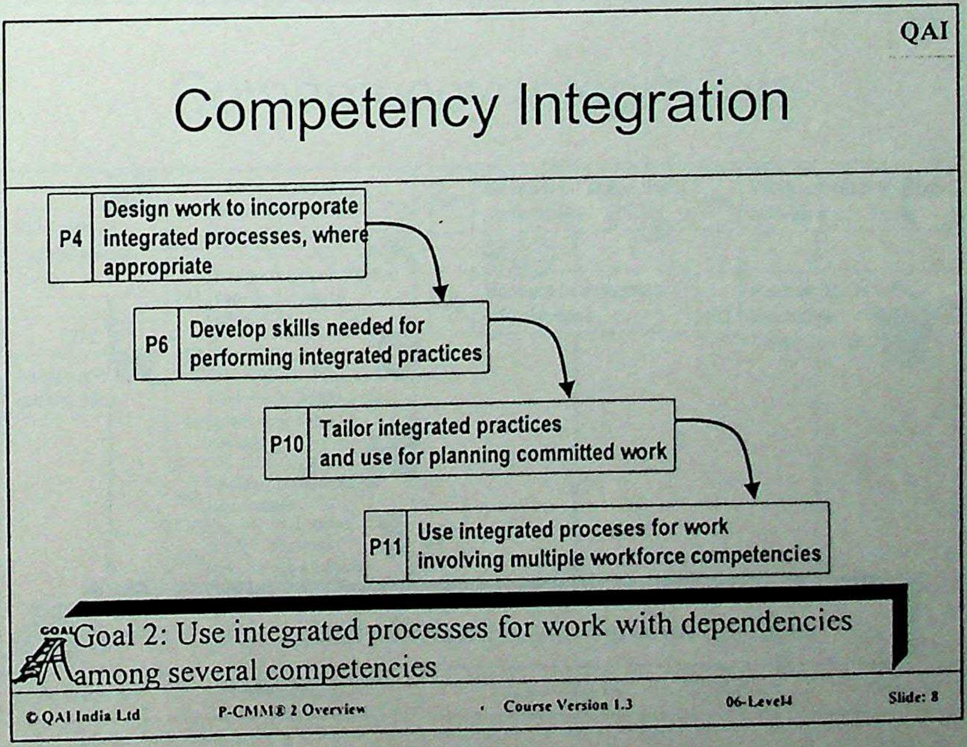

QAI

Competency Integration

- **P4** Design work to incorporate integrated processes, where appropriate
- **P6** Develop skills needed for performing integrated practices
- **P10** Tailor integrated practices and use for planning committed work
- **P11** Use integrated proceses for work involving multiple workforce competencies

Goal 2: Use integrated processes for work with dependencies among several competencies

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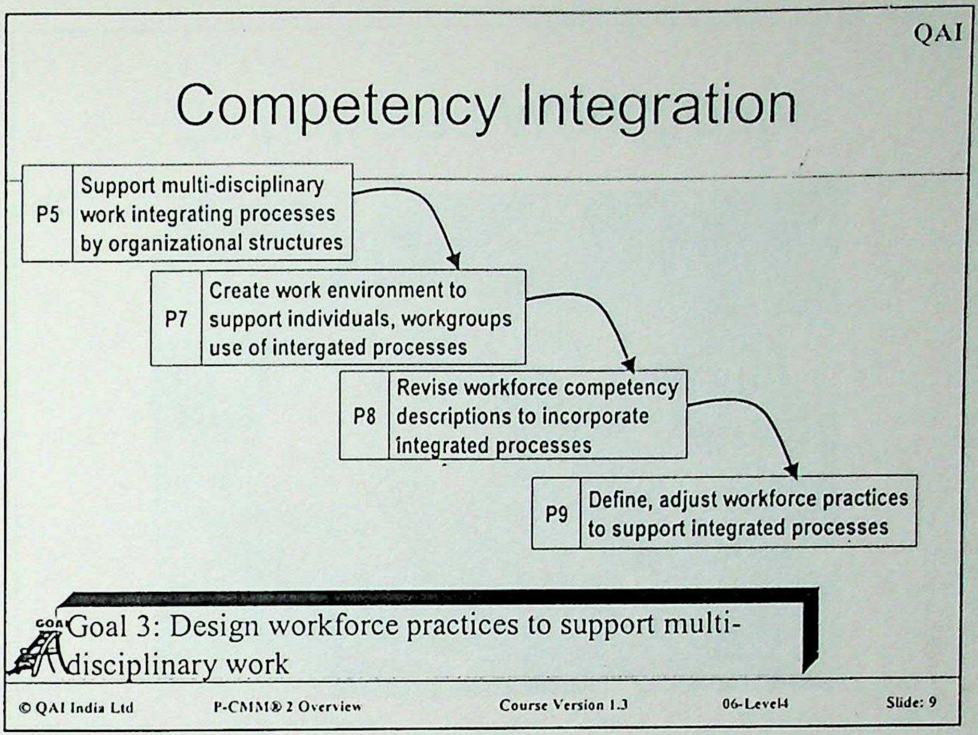

QAI

Competency Integration

P5 Support multi-disciplinary work integrating processes by organizational structures

P7 Create work environment to support individuals, workgroups use of intergated processes

P8 Revise workforce competency descriptions to incorporate integrated processes

P9 Define, adjust workforce practices to support integrated processes

Goal 3: Design workforce practices to support multi-disciplinary work

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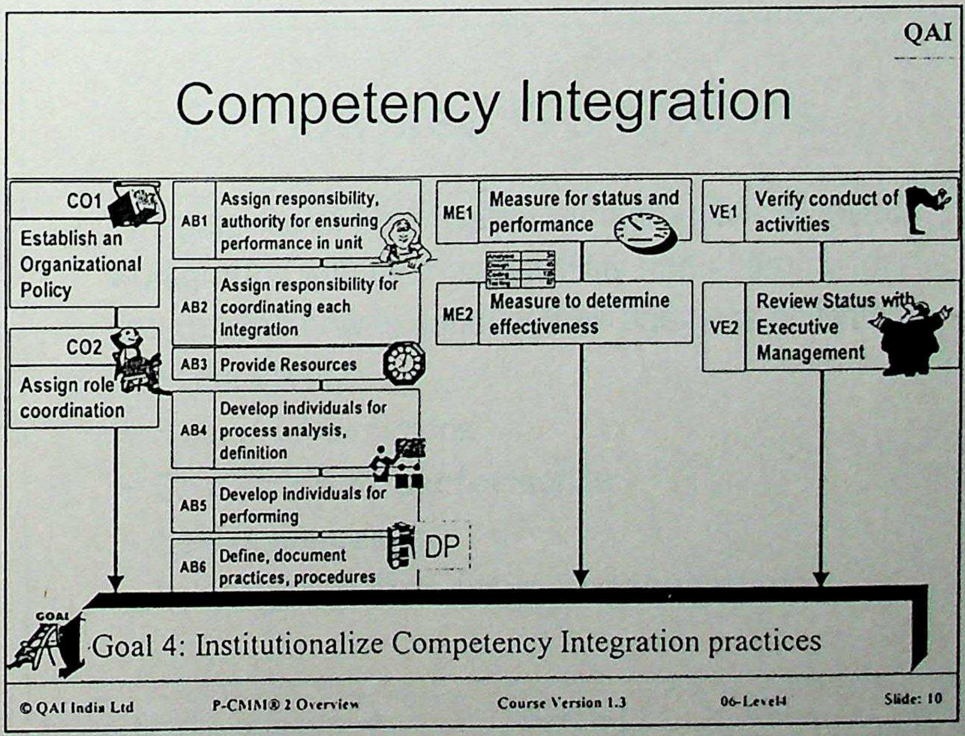

QAI

Competency Integration

CO1 Establish an Organizational Policy

CO2 Assign role coordination

AB1 Assign responsibility, authority for ensuring performance in unit

AB2 Assign responsibility for coordinating each Integration

AB3 Provide Resources

AB4 Develop individuals for process analysis, definition

AB5 Develop individuals for performing

AB6 Define, document practices, procedures

ME1 Measure for status and performance

ME2 Measure to determine effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 4: Institutionalize Competency Integration practices

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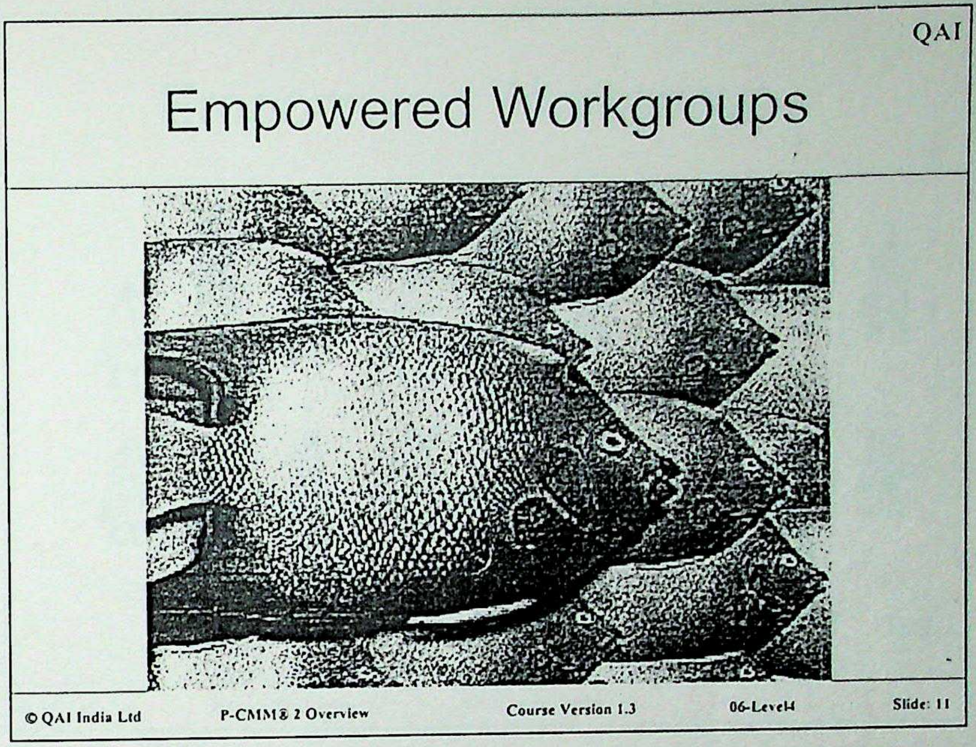

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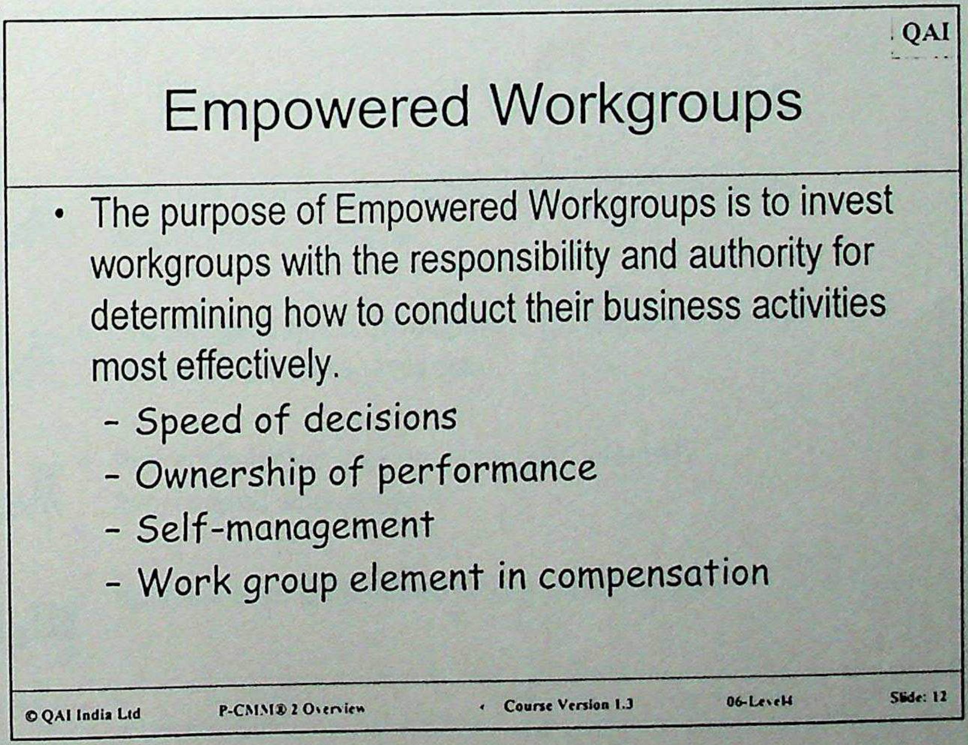
Empowered Workgroups



QAI

Empowered Workgroups

- The purpose of Empowered Workgroups is to invest workgroups with the responsibility and authority for determining how to conduct their business activities most effectively.
  - Speed of decisions
  - Ownership of performance
  - Self-management
  - Work group element in compensation

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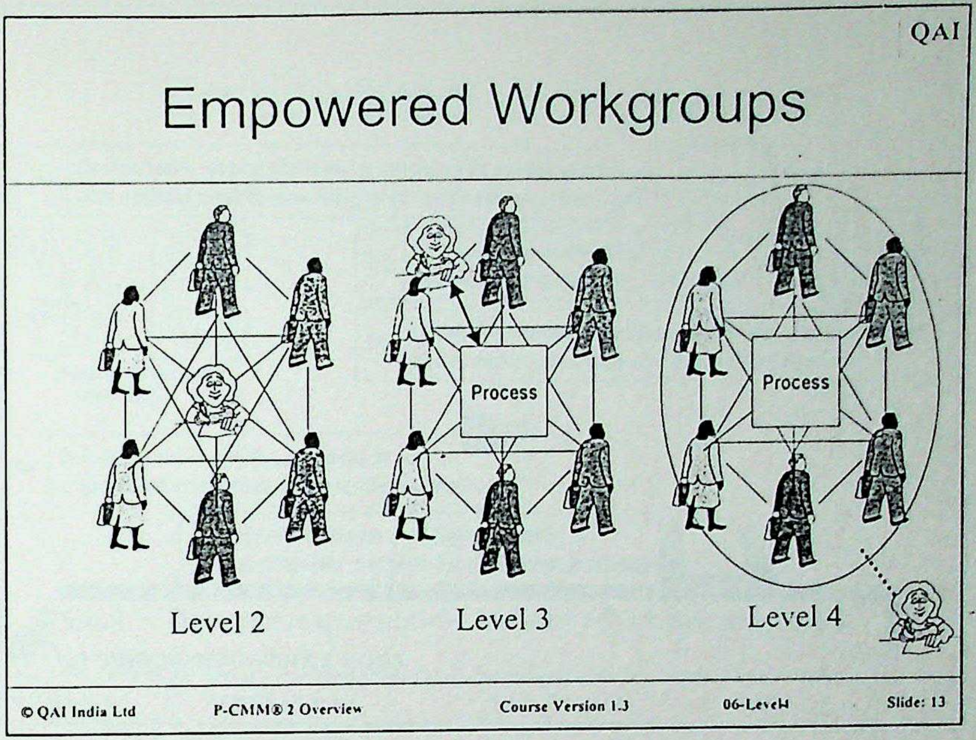

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Empowered Workgroups

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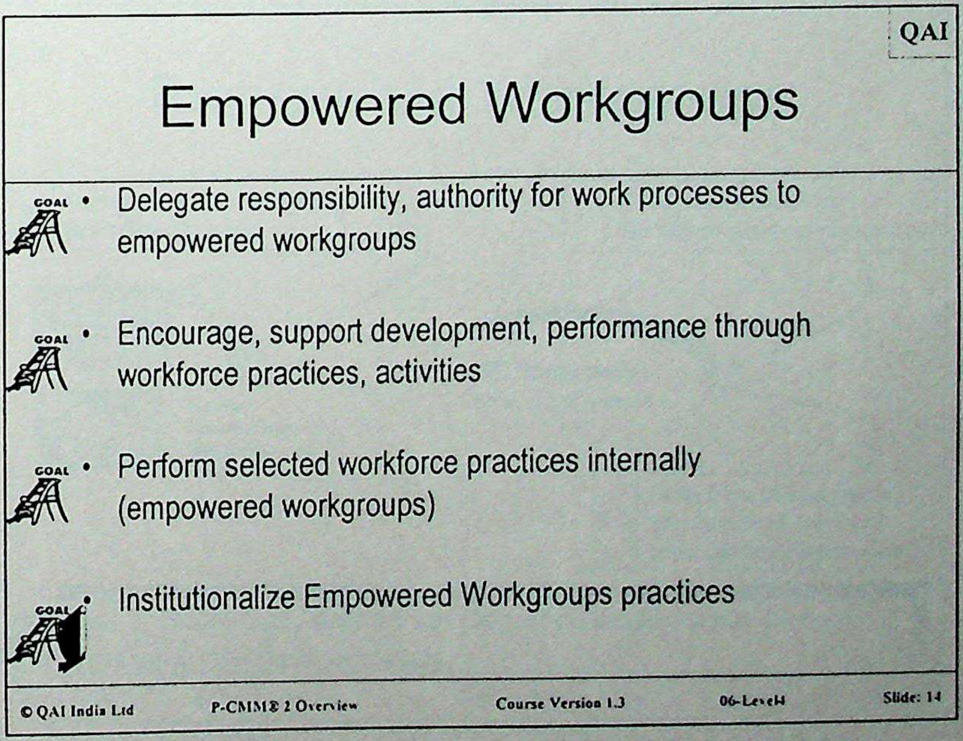

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Empowered Workgroups

- Delegate responsibility, authority for work processes to empowered workgroups
- Encourage, support development, performance through workforce practices, activities
- Perform selected workforce practices internally (empowered workgroups)
- Institutionalize Empowered Workgroups practices

GOAL
GOAL
GOAL
GOAL

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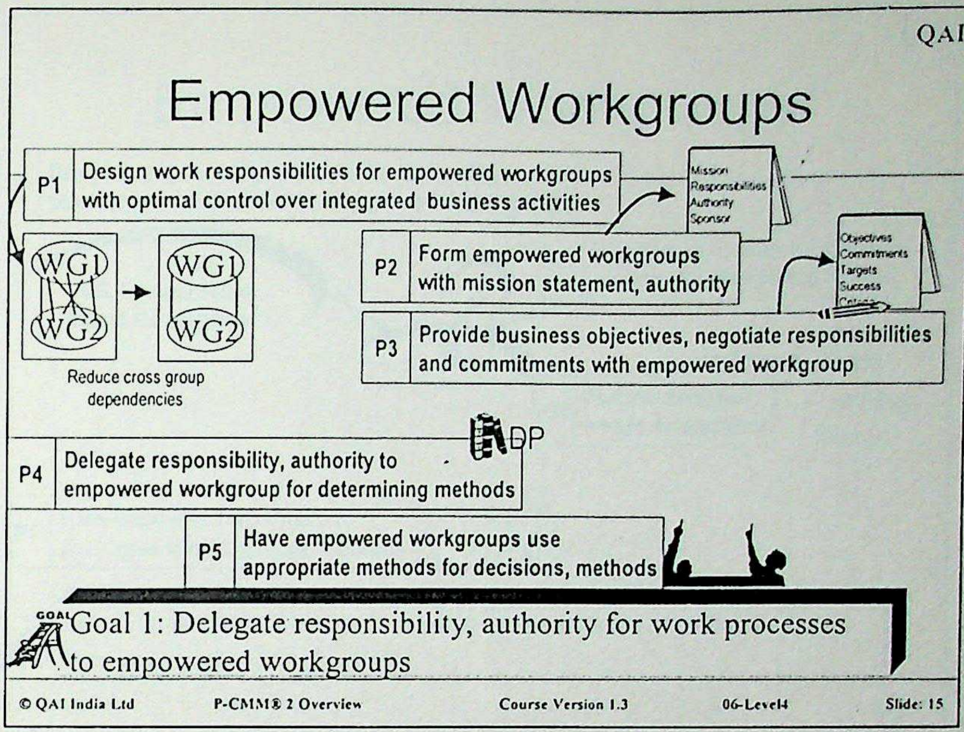
QAI
Mission
Responsibilities
Authority
Sponsor
WG1
WG2
WG1
WG2
Objectives
Commitments
Targets
Success
Criteria
IDP
GOAL

Empowered Workgroups

P1 Design work responsibilities for empowered workgroups with optimal control over integrated business activities

Reduce cross group dependencies

P2 Form empowered workgroups with mission statement, authority

P3 Provide business objectives, negotiate responsibilities and commitments with empowered workgroup

P4 Delegate responsibility, authority to empowered workgroup for determining methods

P5 Have empowered workgroups use appropriate methods for decisions, methods

Goal 1: Delegate responsibility, authority for work processes to empowered workgroups

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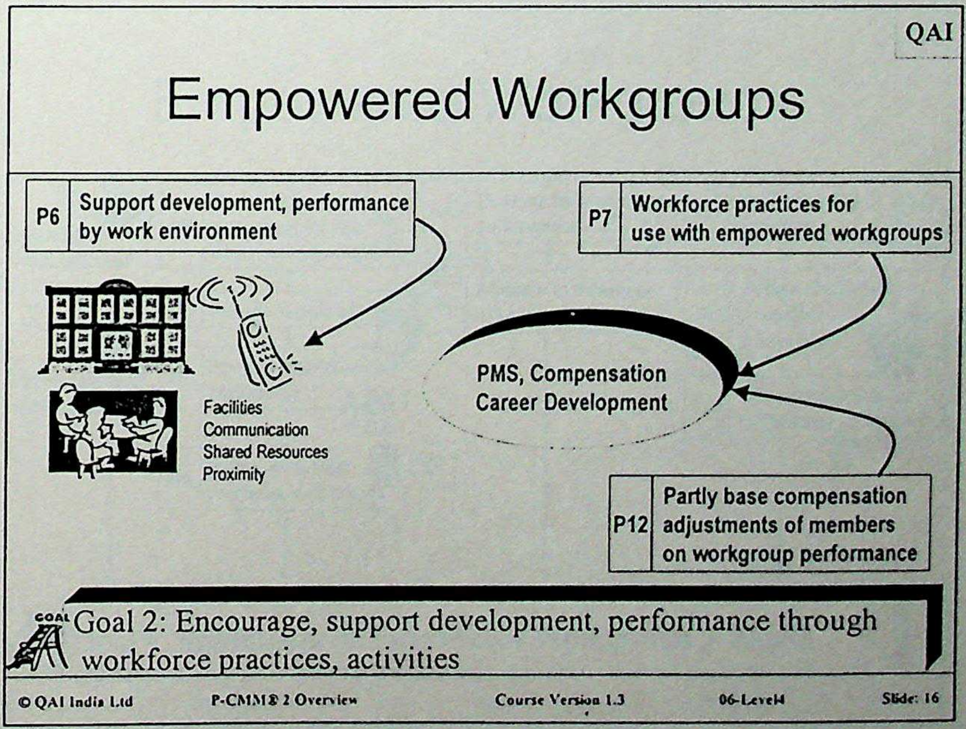

Empowered Workgroups

P6 Support development, performance by work environment

Facilities
Communication
Shared Resources
Proximity

P7 Workforce practices for use with empowered workgroups

PMS, Compensation
Career Development

P12 Partly base compensation adjustments of members on workgroup performance

Goal 2: Encourage, support development, performance through workforce practices, activities

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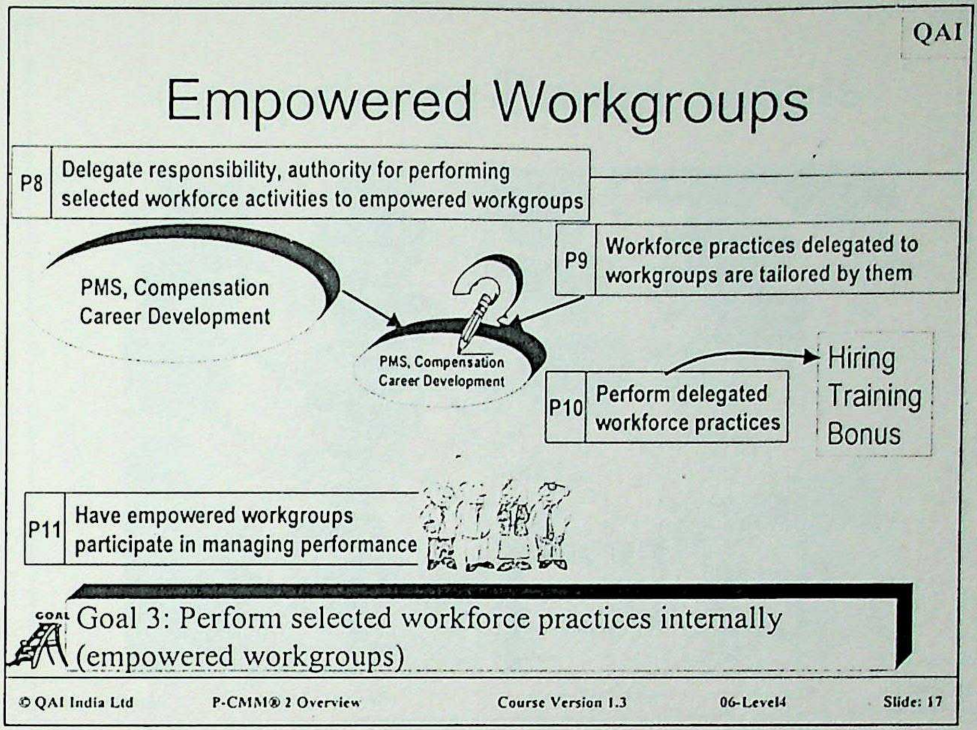

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Empowered Workgroups

P8 Delegate responsibility, authority for performing selected workforce activities to empowered workgroups

PMS, Compensation
Career Development

PMS, Compensation
Career Development

P9 Workforce practices delegated to workgroups are tailored by them

P10 Perform delegated workforce practices

Hiring
Training
Bonus

P11 Have empowered workgroups participate in managing performance

GOAL Goal 3: Perform selected workforce practices internally (empowered workgroups)

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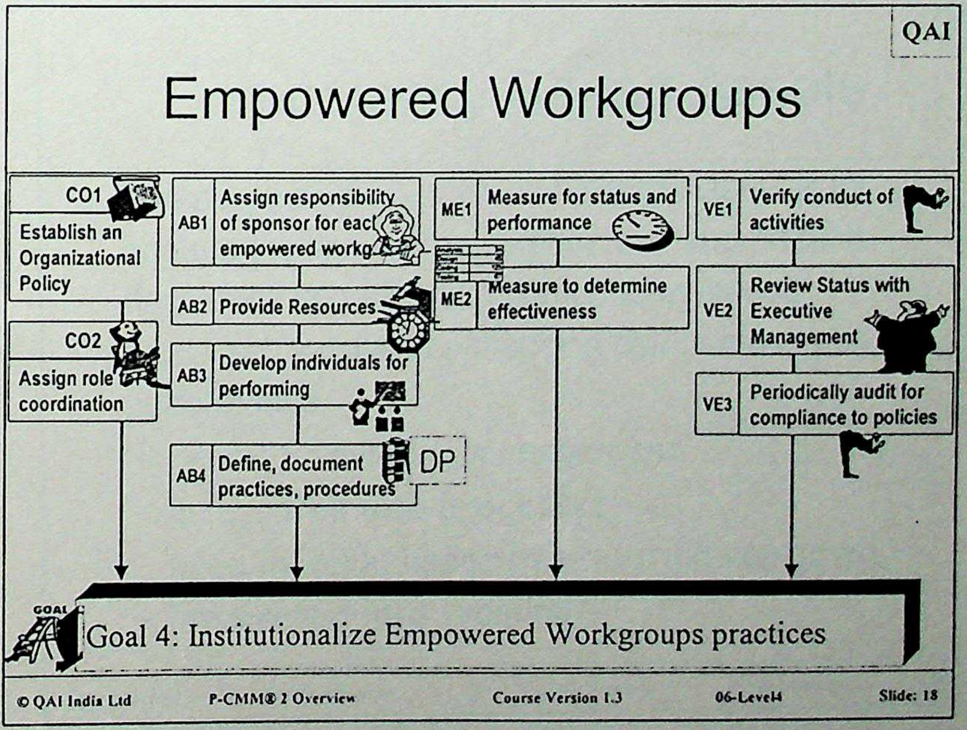

QAI

Empowered Workgroups

CO1 Establish an Organizational Policy

CO2 Assign role coordination

AB1 Assign responsibility of sponsor for eac empowered workg

AB2 Provide Resources

AB3 Develop individuals for performing

AB4 Define, document practices, procedures

DP

ME1 Measure for status and performance

ME2 Measure to determine effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

VE3 Periodically audit for compliance to policies

GOAL Goal 4: Institutionalize Empowered Workgroups practices

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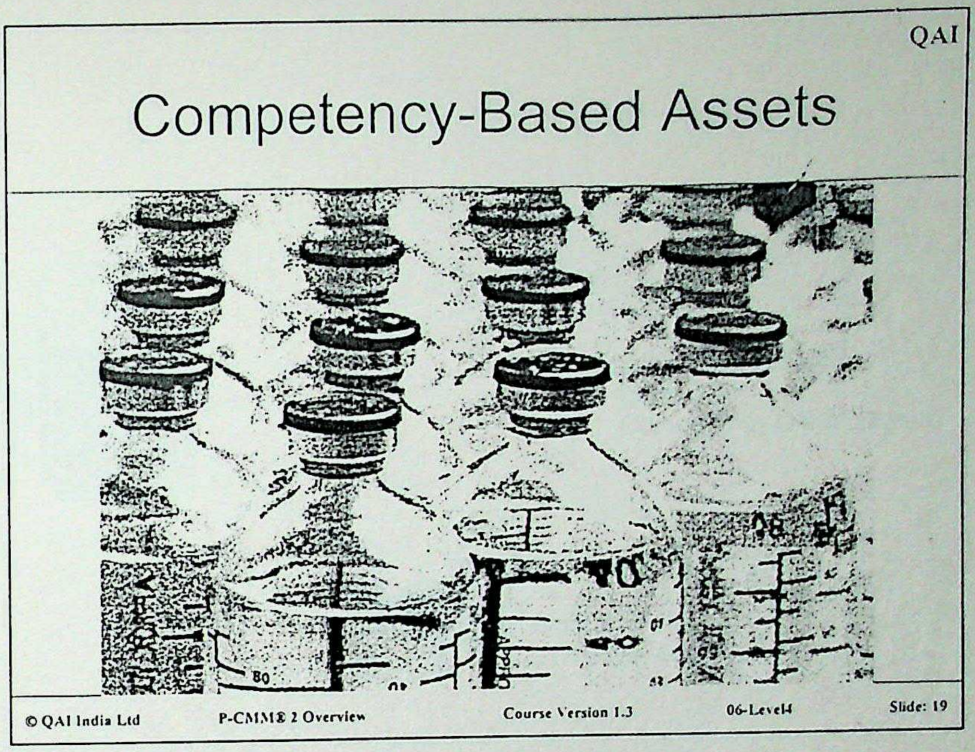

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Competency-Based Assets

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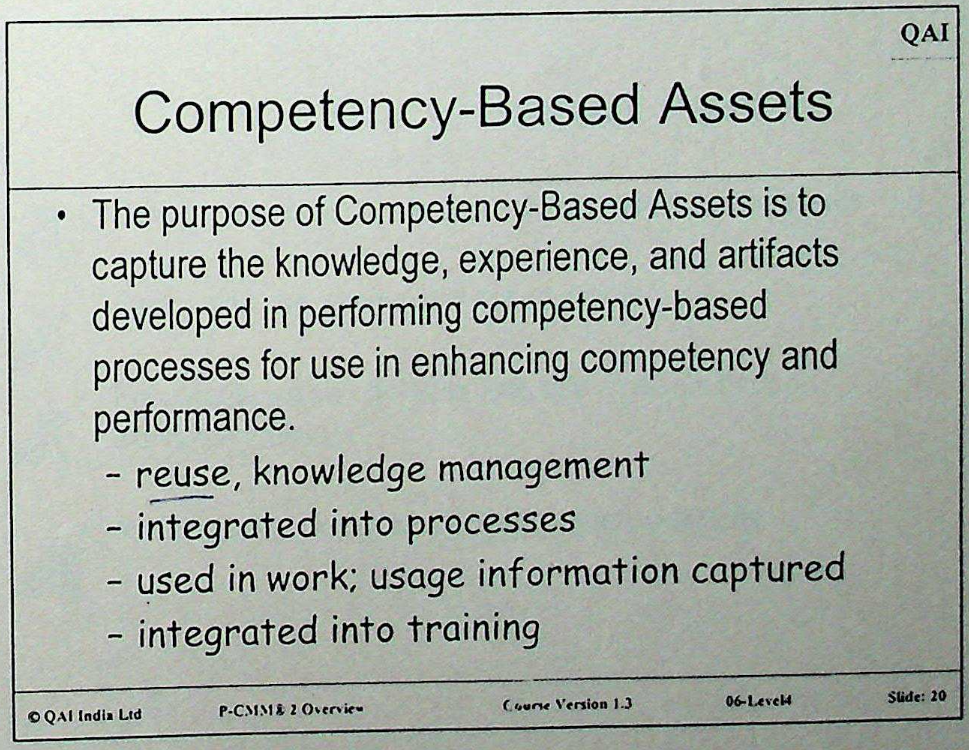

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Competency-Based Assets

- The purpose of Competency-Based Assets is to capture the knowledge, experience, and artifacts developed in performing competency-based processes for use in enhancing competency and performance.
  - reuse, knowledge management
  - integrated into processes
  - used in work; usage information captured
  - integrated into training

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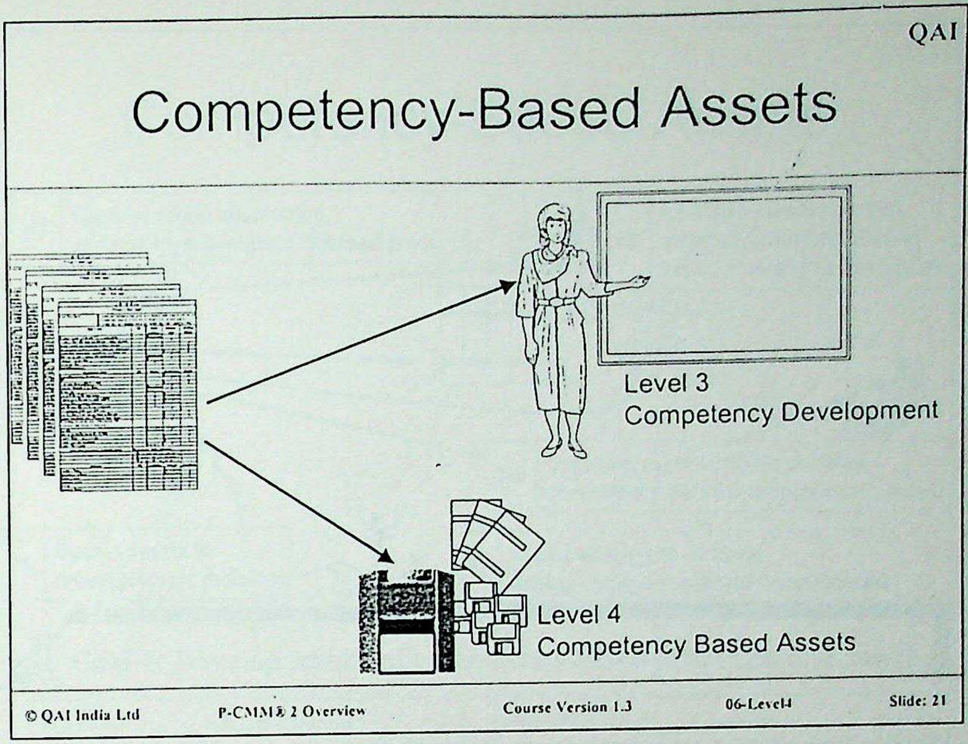

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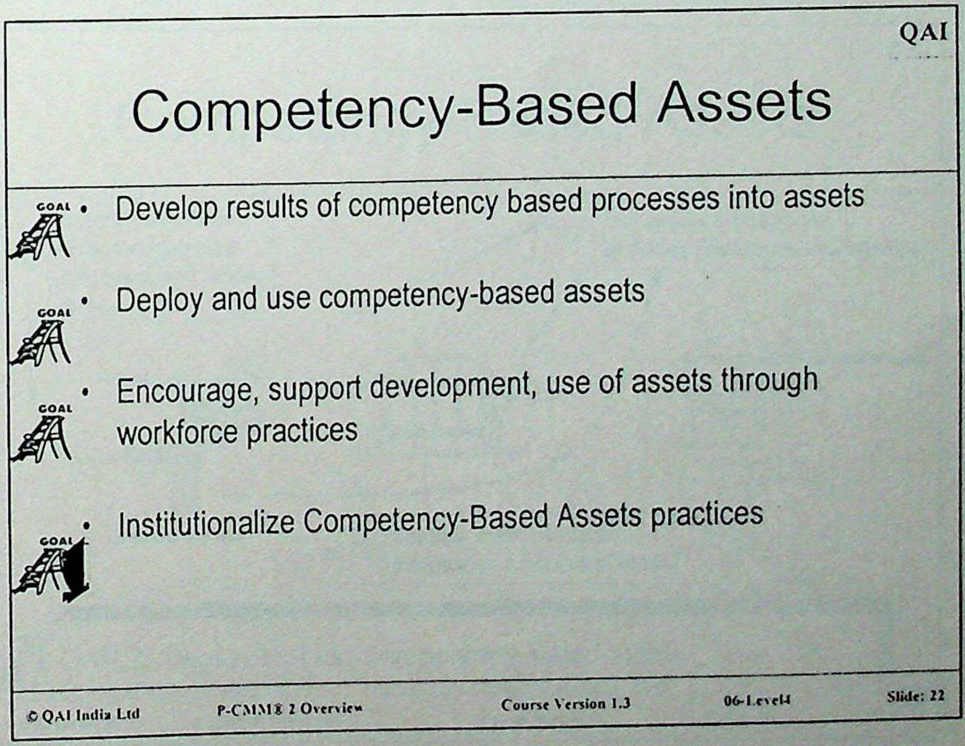
Competency-Based Assets

Level 3
Competency Development
Level 4
Competency Based Assets



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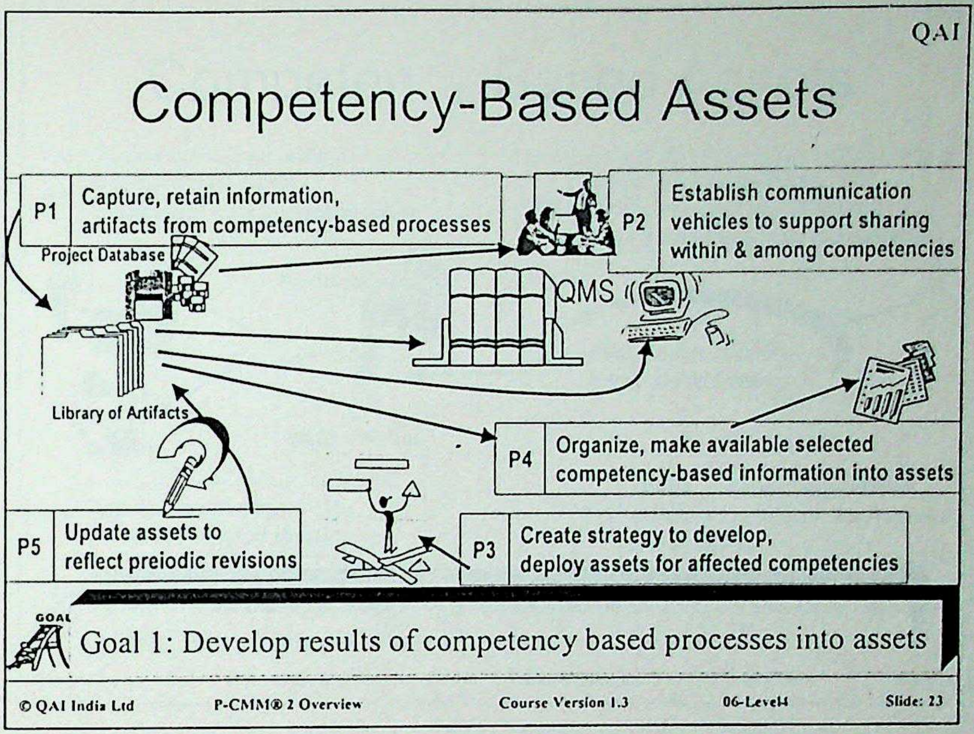
Competency-Based Assets

- Develop results of competency based processes into assets
- Deploy and use competency-based assets
- Encourage, support development, use of assets through workforce practices
- Institutionalize Competency-Based Assets practices

GOAL
GOAL
GOAL
GOAL

M00



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Competency-Based Assets

P1 Capture, retain information, artifacts from competency-based processes

P2 Establish communication vehicles to support sharing within & among competencies

P3 Create strategy to develop, deploy assets for affected competencies

P4 Organize, make available selected competency-based information into assets

P5 Update assets to reflect preiodic revisions

Goal 1: Develop results of competency based processes into assets

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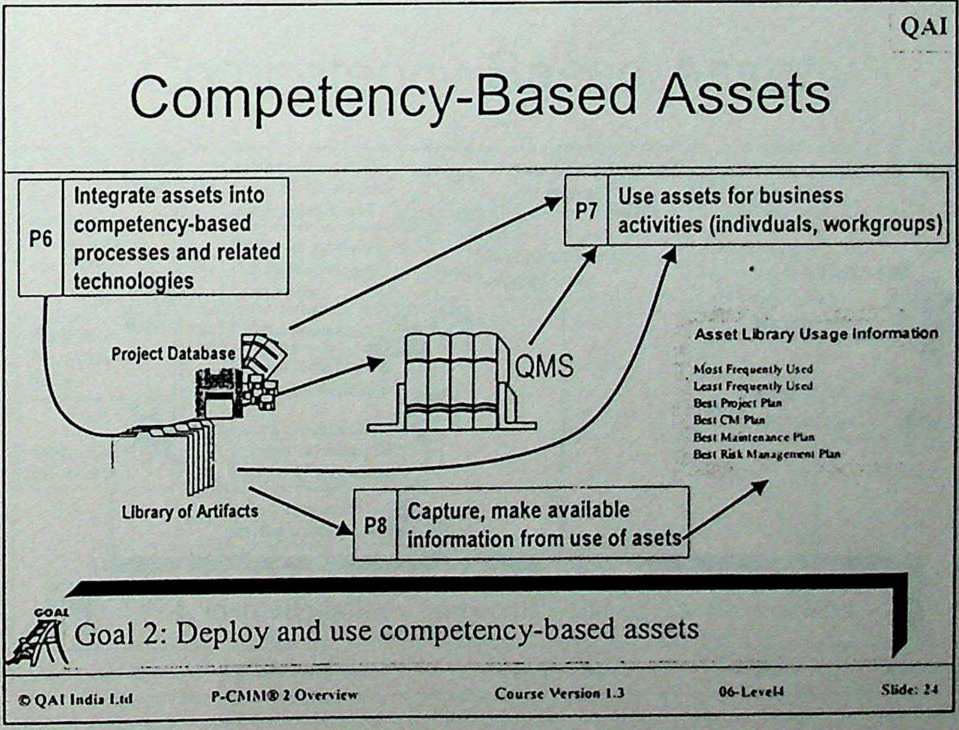

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Competency-Based Assets

P6 Integrate assets into competency-based processes and related technologies

P7 Use assets for business activities (indivduals, workgroups)

P8 Capture, make available information from use of asets

Asset Library Usage Information

- Most Frequently Used
- Least Frequently Used
- Best Project Plan
- Best CM Plan
- Best Maintenance Plan
- Best Risk Management Plan

Goal 2: Deploy and use competency-based assets

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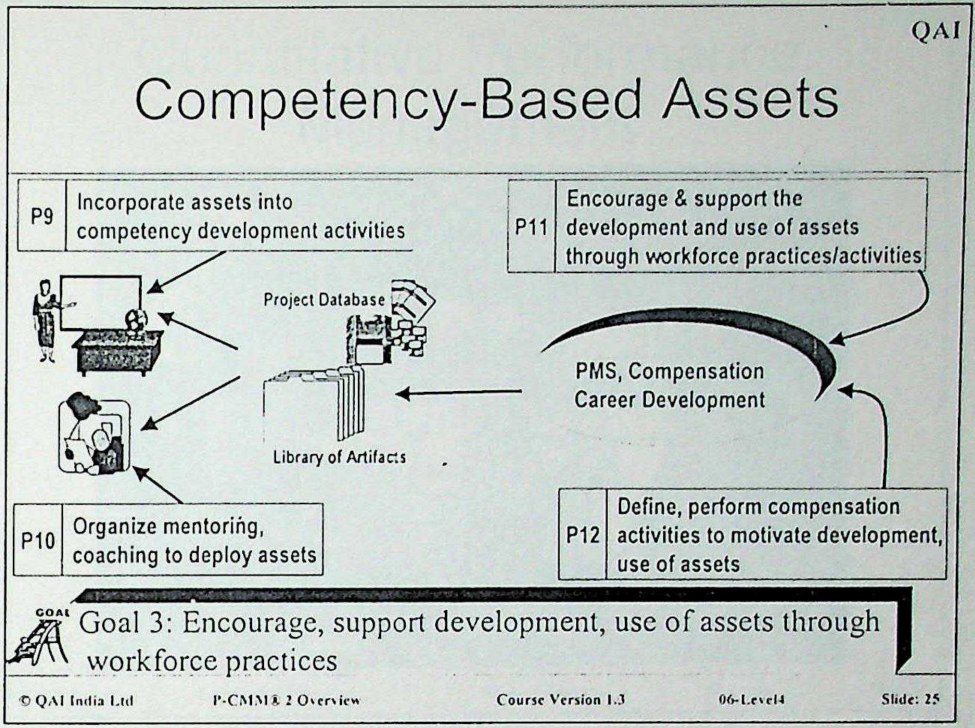

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Competency-Based Assets

P9 Incorporate assets into competency development activities

P11 Encourage & support the development and use of assets through workforce practices/activities

Project Database

Library of Artifacts

PMS, Compensation Career Development

P10 Organize mentoring, coaching to deploy assets

P12 Define, perform compensation activities to motivate development, use of assets

GOAL

Goal 3: Encourage, support development, use of assets through workforce practices

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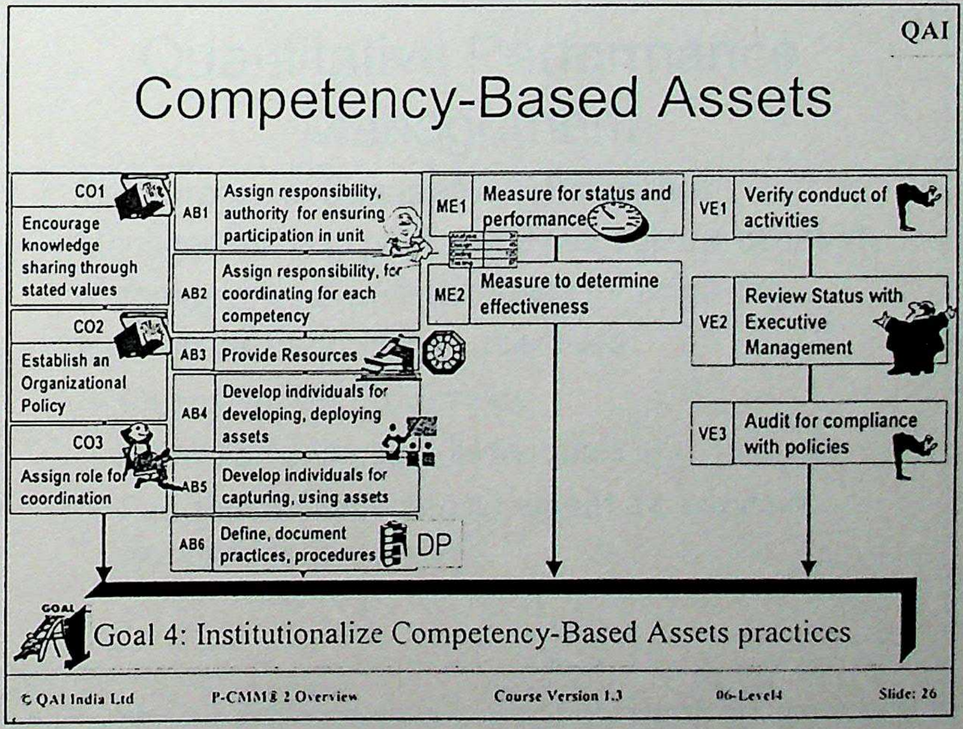

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Competency-Based Assets

CO1 Encourage knowledge sharing through stated values

CO2 Establish an Organizational Policy

CO3 Assign role for coordination

AB1 Assign responsibility, authority for ensuring participation in unit

AB2 Assign responsibility, for coordinating for each competency

AB3 Provide Resources

AB4 Develop individuals for developing, deploying assets

AB5 Develop individuals for capturing, using assets

AB6 Define, document practices, procedures

DP

ME1 Measure for status and performance

ME2 Measure to determine effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

VE3 Audit for compliance with policies

GOAL

Goal 4: Institutionalize Competency-Based Assets practices

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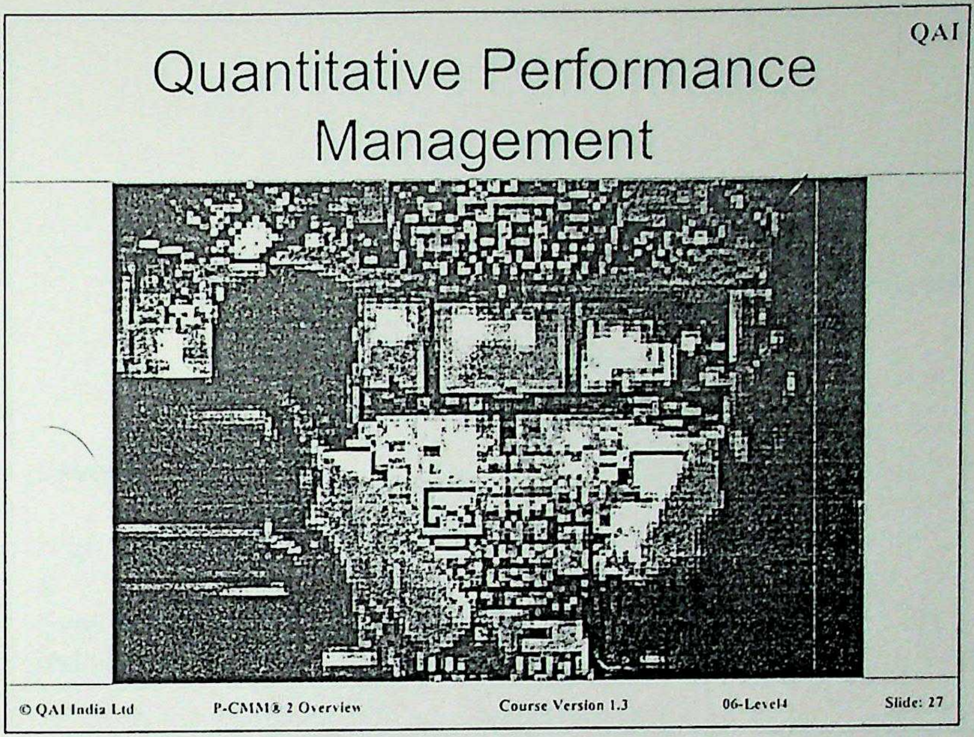

QAI

Quantitative Performance Management

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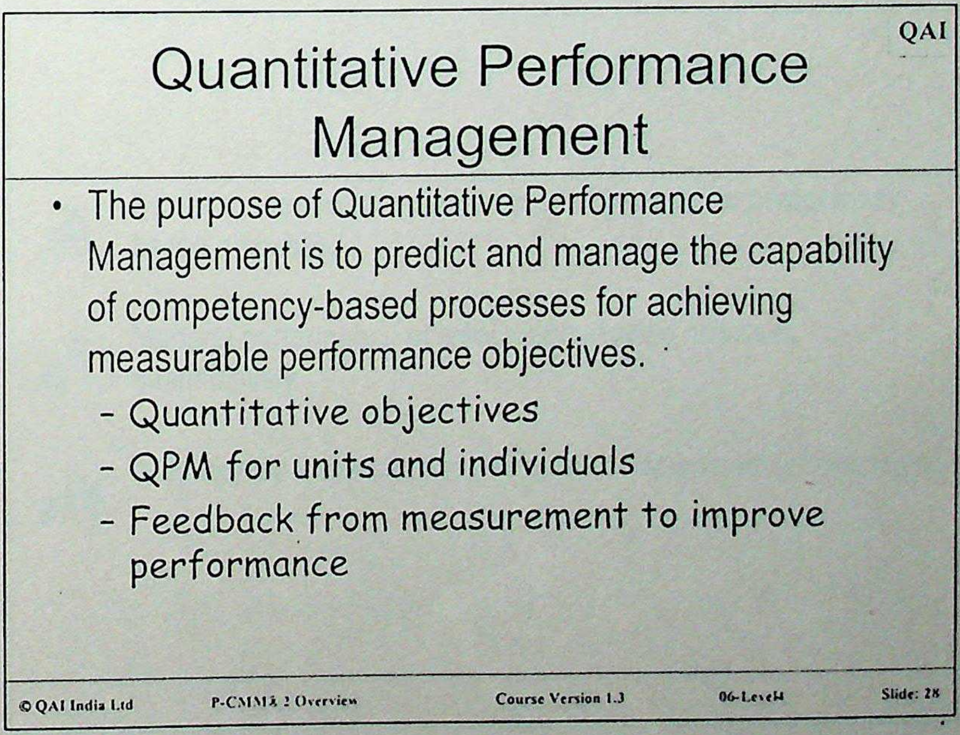

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Quantitative Performance Management

- The purpose of Quantitative Performance Management is to predict and manage the capability of competency-based processes for achieving measurable performance objectives.
  - Quantitative objectives
  - QPM for units and individuals
  - Feedback from measurement to improve performance

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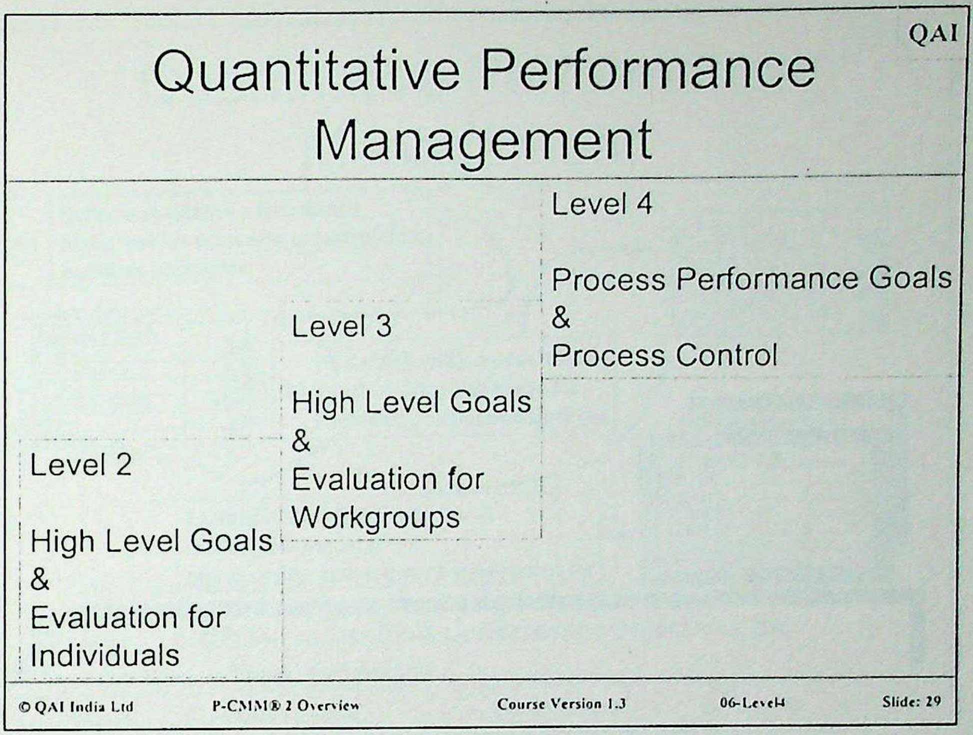

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Quantitative Performance Management

Level 4

Process Performance Goals
&
Process Control

Level 3

High Level Goals
&
Evaluation for Workgroups

Level 2

High Level Goals
&
Evaluation for Individuals

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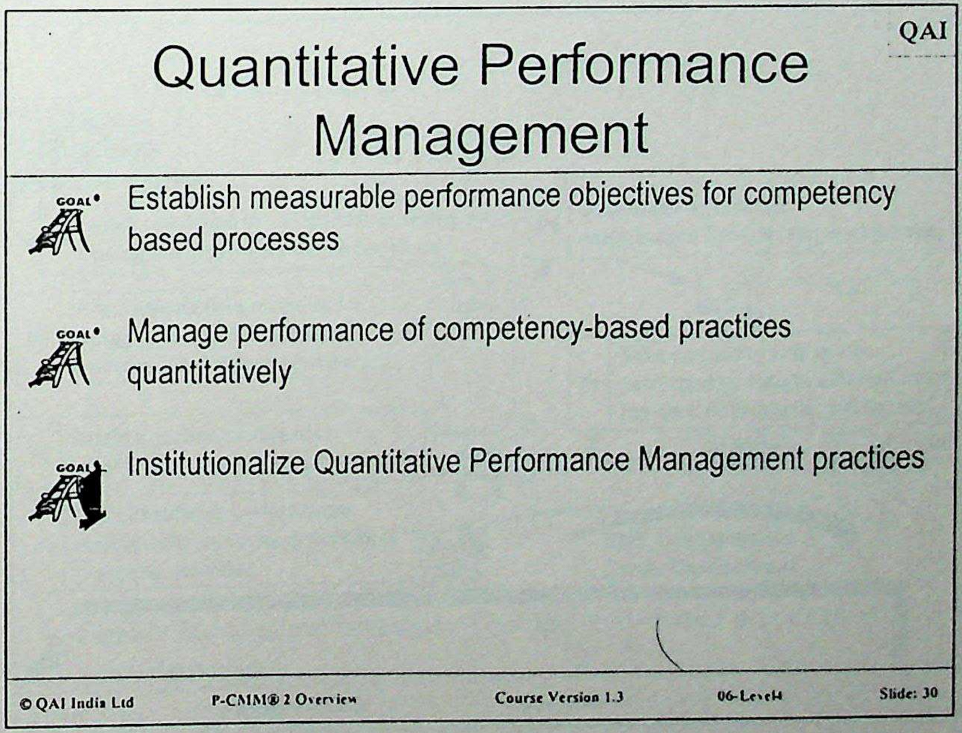

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Quantitative Performance Management

- Establish measurable performance objectives for competency based processes
- Manage performance of competency-based practices quantitatively
- Institutionalize Quantitative Performance Management practices

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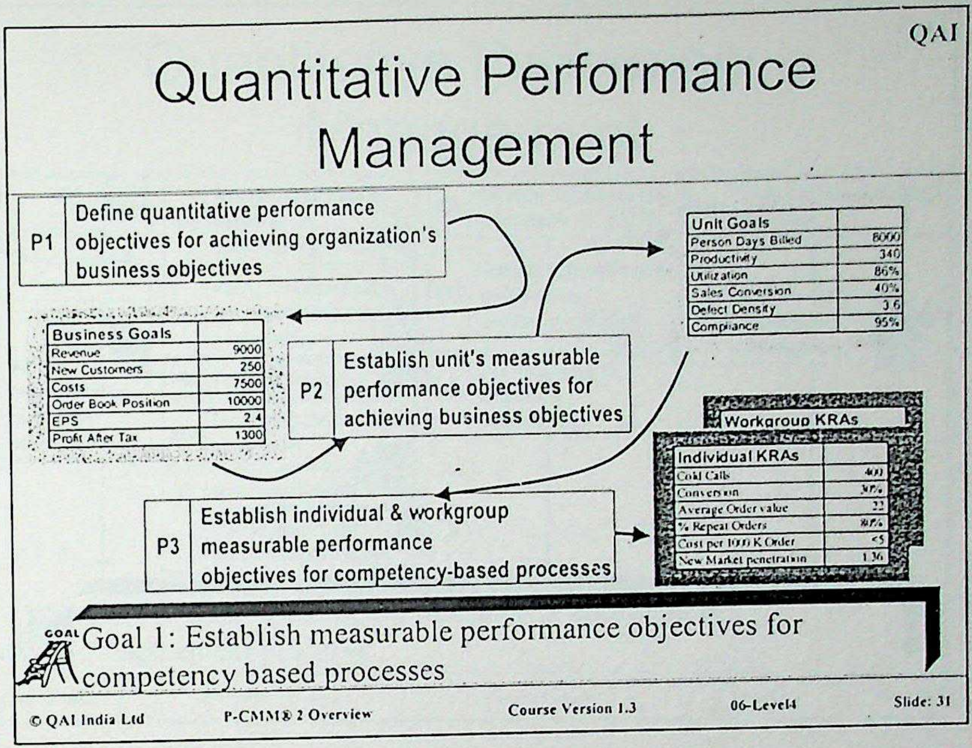

QAI

Quantitative Performance Management

P1 Define quantitative performance objectives for achieving organization's business objectives

Business Goals	
Revenue	9000
New Customers	250
Costs	7500
Order Book Position	10000
EPS	2.4
Profit After Tax	1300

P2 Establish unit's measurable performance objectives for achieving business objectives

Unit Goals	
Person Days Billed	8000
Productivity	340
Utilization	86%
Sales Conversion	40%
Defect Density	3.6
Compliance	95%

P3 Establish individual & workgroup measurable performance objectives for competency-based processes

Workgroup KRAs

Individual KRAs	
Cold Calls	400
Conversion	30%
Average Order value	22
% Repeat Orders	80%
Cost per 1000 K Order	<5
New Market penetration	1.36

Goal 1: Establish measurable performance objectives for competency based processes

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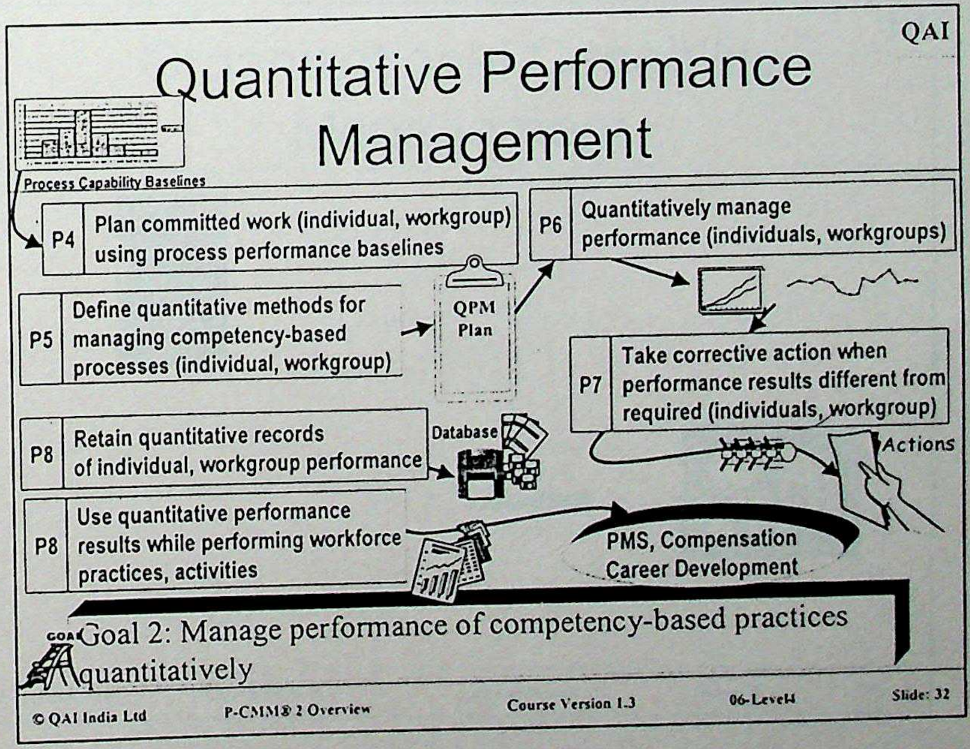

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Quantitative Performance Management

Process Capability Baselines
QPM Plan
Database
Actions
GOAL

P4 Plan committed work (individual, workgroup) using process performance baselines

P5 Define quantitative methods for managing competency-based processes (individual, workgroup)

P6 Quantitatively manage performance (individuals, workgroups)

P7 Take corrective action when performance results different from required (individuals, workgroup)

P8 Retain quantitative records of individual, workgroup performance

P8 Use quantitative performance results while performing workforce practices, activities

PMS, Compensation Career Development

Goal 2: Manage performance of competency-based practices quantitatively

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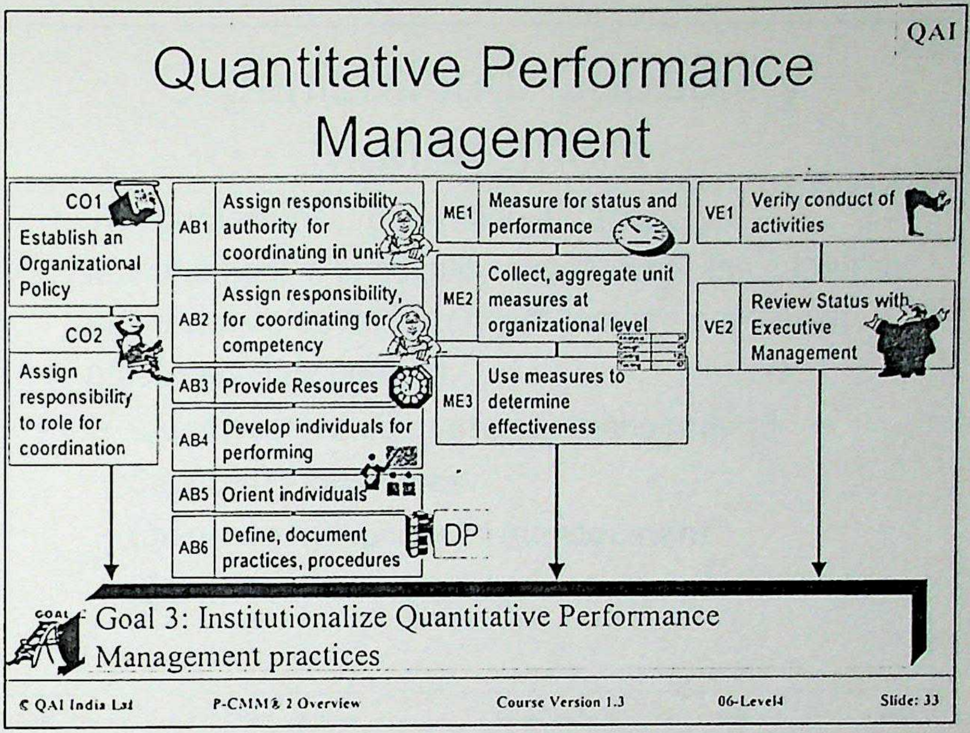

QAI

Quantitative Performance Management

CO1 Establish an Organizational Policy

CO2 Assign responsibility to role for coordination

AB1 Assign responsibility authority for coordinating in unit

AB2 Assign responsibility, for coordinating for competency

AB3 Provide Resources

AB4 Develop individuals for performing

AB5 Orient individuals

AB6 Define, document practices, procedures

DP

ME1 Measure for status and performance

ME2 Collect, aggregate unit measures at organizational level

ME3 Use measures to determine effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 3: Institutionalize Quantitative Performance Management practices

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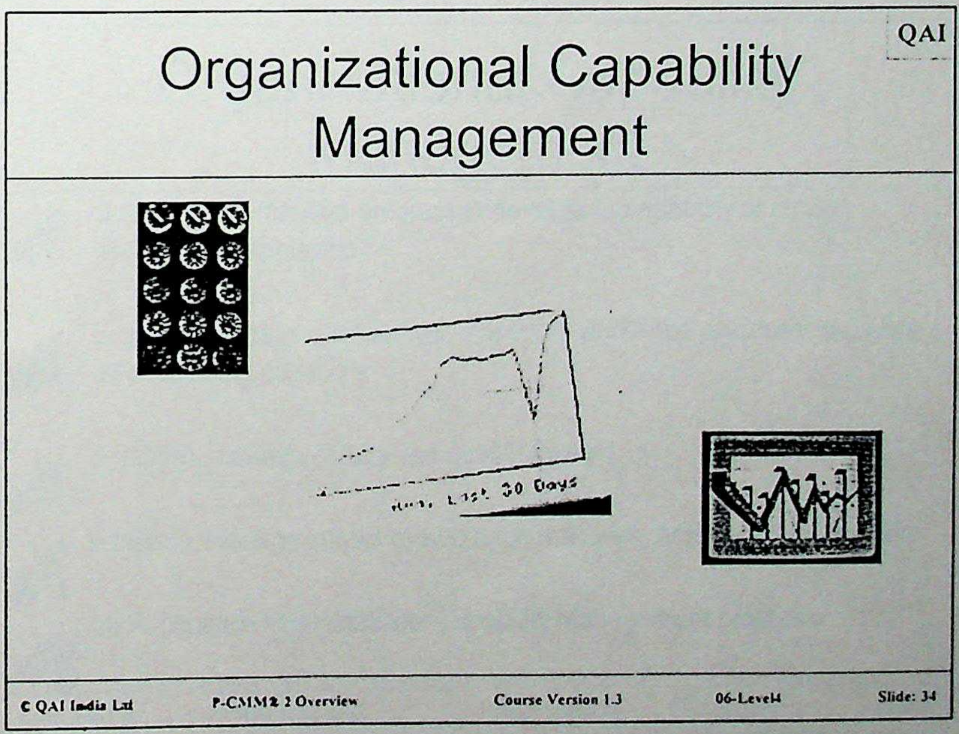

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Organizational Capability Management

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Organizational Capability Management

- The purpose of Organizational Capability Management is to quantify and manage the capability of the workforce and of critical competency-based processes they perform.
  - Quantitative competency management
  - Capability baselines
  - Quantitative process management
  - Quantitative knowledge

QAI

Organizational Capability Management

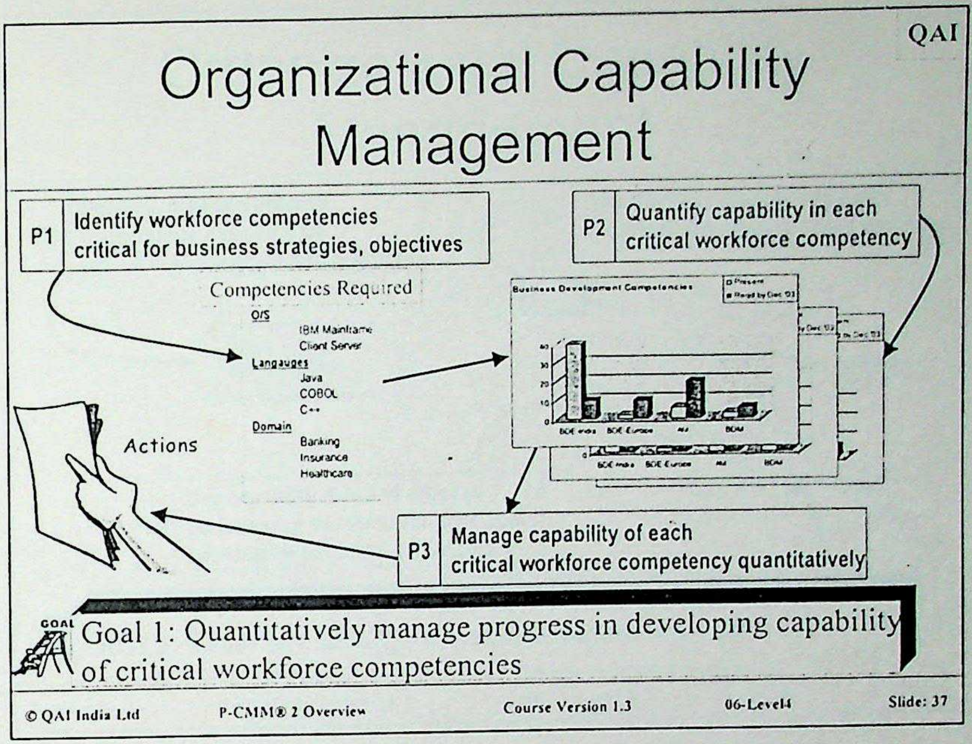
GOAL Quantitatively manage progress in developing capability of critical workforce competencies

GOAL Evaluate, manage quantitatively impact of workforce practices, activities on developing capability

GOAL Establish, manage capabilities quantitatively

GOAL Evaluate, manage impact of workforce practices, activities quantitatively

GOAL Institutionalize Organizational Capability Management practices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Business Development Competencies
Present
Reqd by Dec '03
0
10
20
30
40
BDE India
BDE Europe
AM
BDM
Actions
GOAL

Organizational Capability Management

P1 Identify workforce competencies critical for business strategies, objectives

P2 Quantify capability in each critical workforce competency

Competencies Required

O/S
- IBM Mainframe
- Client Server

Langauges
- Java
- COBOL
- C++

Domain
- Banking
- Insurance
- Healthcare

P3 Manage capability of each critical workforce competency quantitatively

Goal 1: Quantitatively manage progress in developing capability of critical workforce competencies

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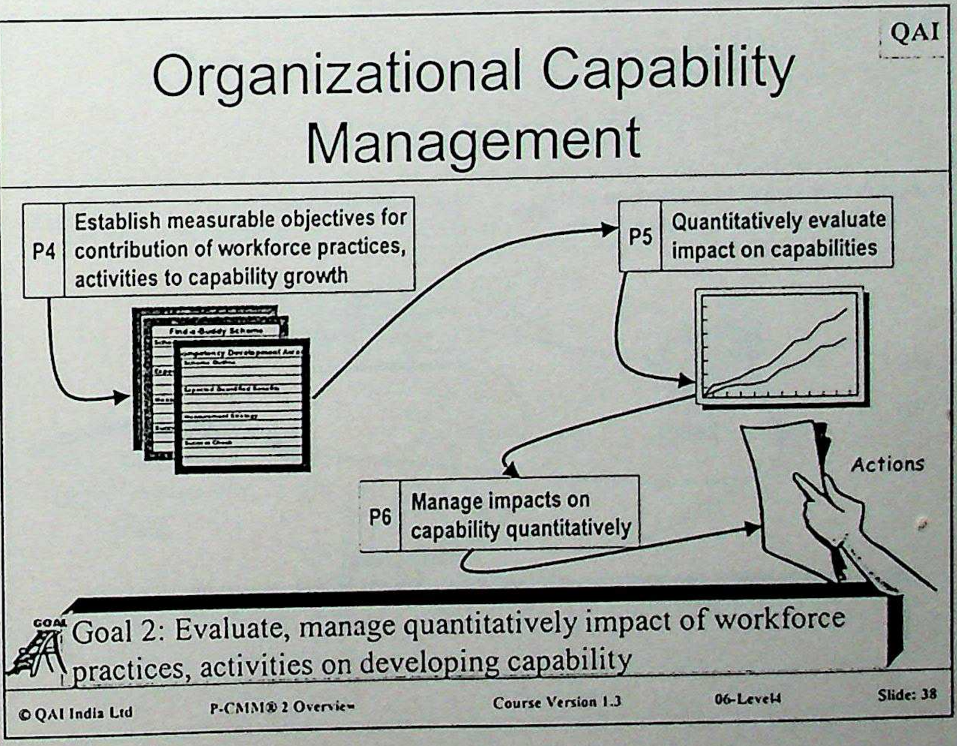
QAI
Find a Buddy Scheme
Competency Development Award
Actions
GOAL

Organizational Capability Management

P4 Establish measurable objectives for contribution of workforce practices, activities to capability growth

P5 Quantitatively evaluate impact on capabilities

P6 Manage impacts on capability quantitatively

Goal 2: Evaluate, manage quantitatively impact of workforce practices, activities on developing capability

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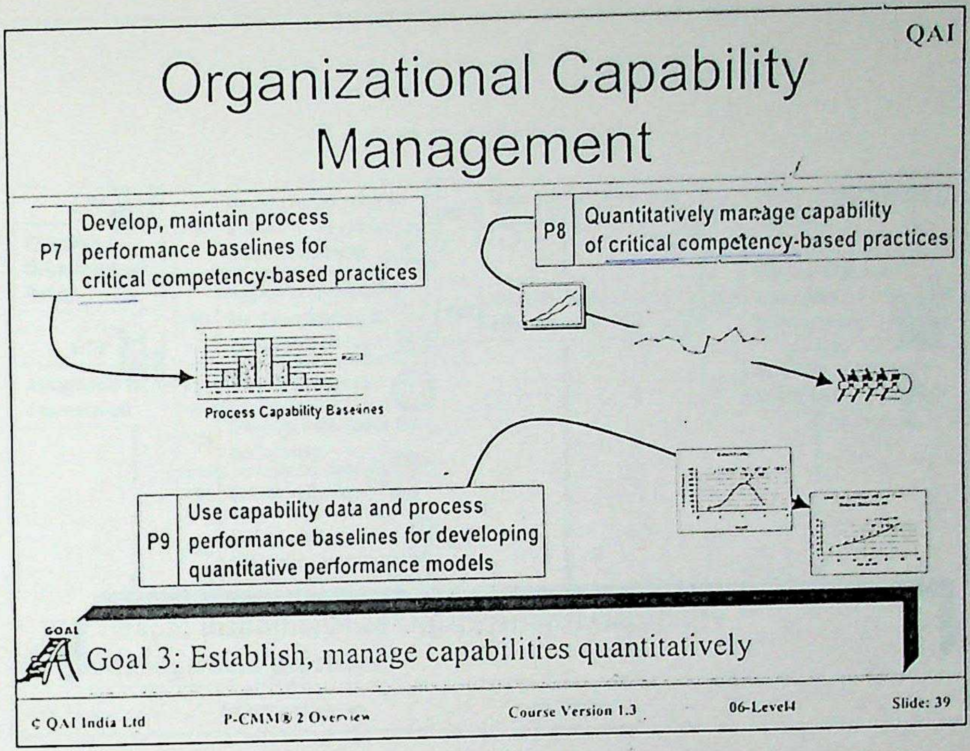

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Organizational Capability Management

P7 Develop, maintain process performance baselines for critical competency-based practices

P8 Quantitatively manage capability of critical competency-based practices

Process Capability Baselines

P9 Use capability data and process performance baselines for developing quantitative performance models

GOAL

Goal 3: Establish, manage capabilities quantitatively

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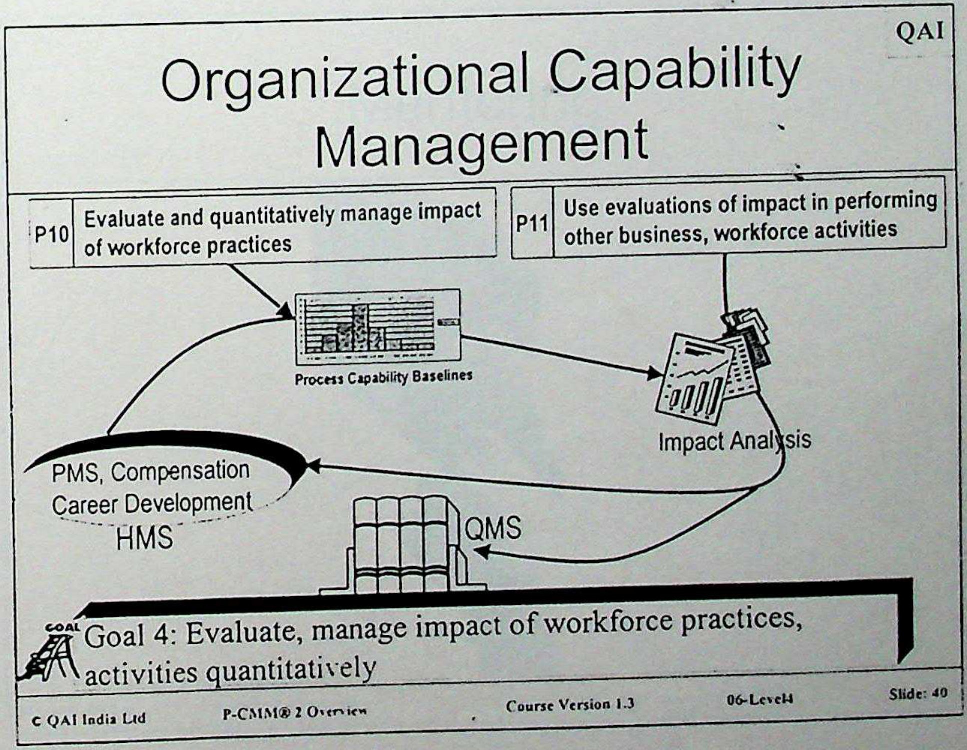

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Organizational Capability Management

P10 Evaluate and quantitatively manage impact of workforce practices

P11 Use evaluations of impact in performing other business, workforce activities

Process Capability Baselines

Impact Analysis

PMS, Compensation
Career Development
HMS

QMS

GOAL

Goal 4: Evaluate, manage impact of workforce practices, activities quantitatively

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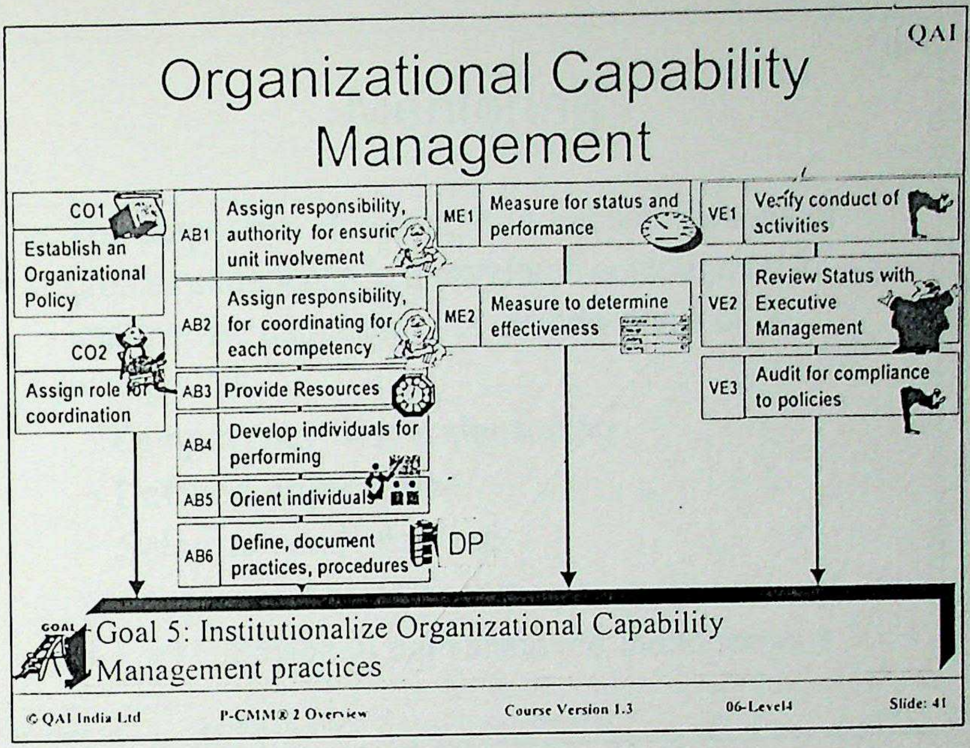

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Organizational Capability Management

CO1 Establish an Organizational Policy

CO2 Assign role for coordination

AB1 Assign responsibility, authority for ensurin unit involvement

AB2 Assign responsibility, for coordinating for each competency

AB3 Provide Resources

AB4 Develop individuals for performing

AB5 Orient individuals

AB6 Define, document practices, procedures

DP

ME1 Measure for status and performance

ME2 Measure to determine effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

VE3 Audit for compliance to policies

Goal 5: Institutionalize Organizational Capability Management practices

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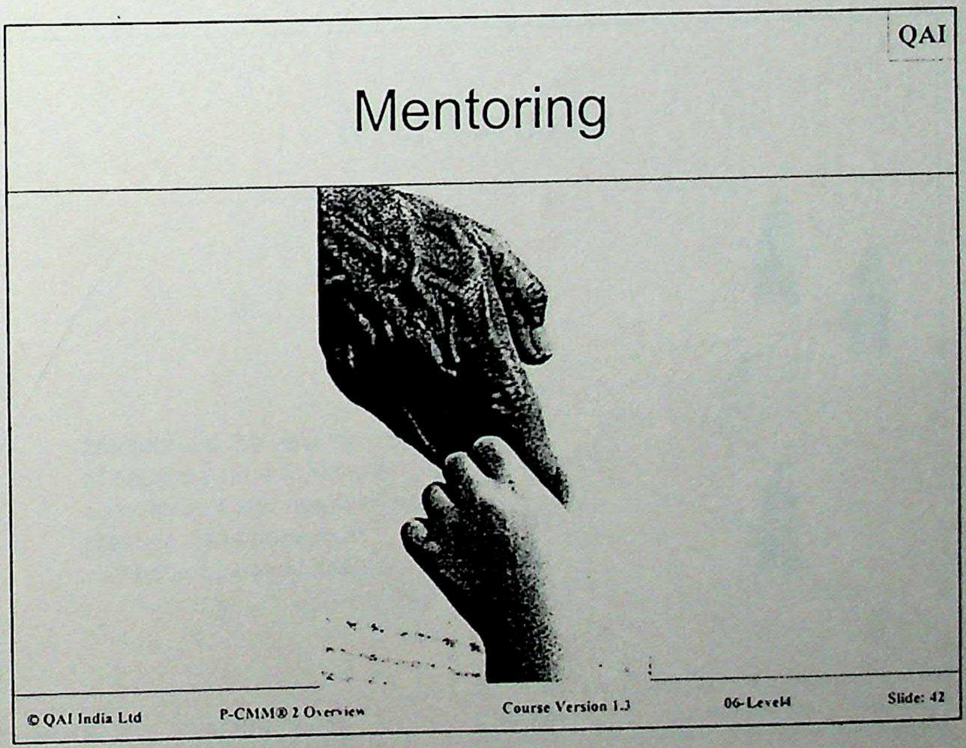

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Mentoring

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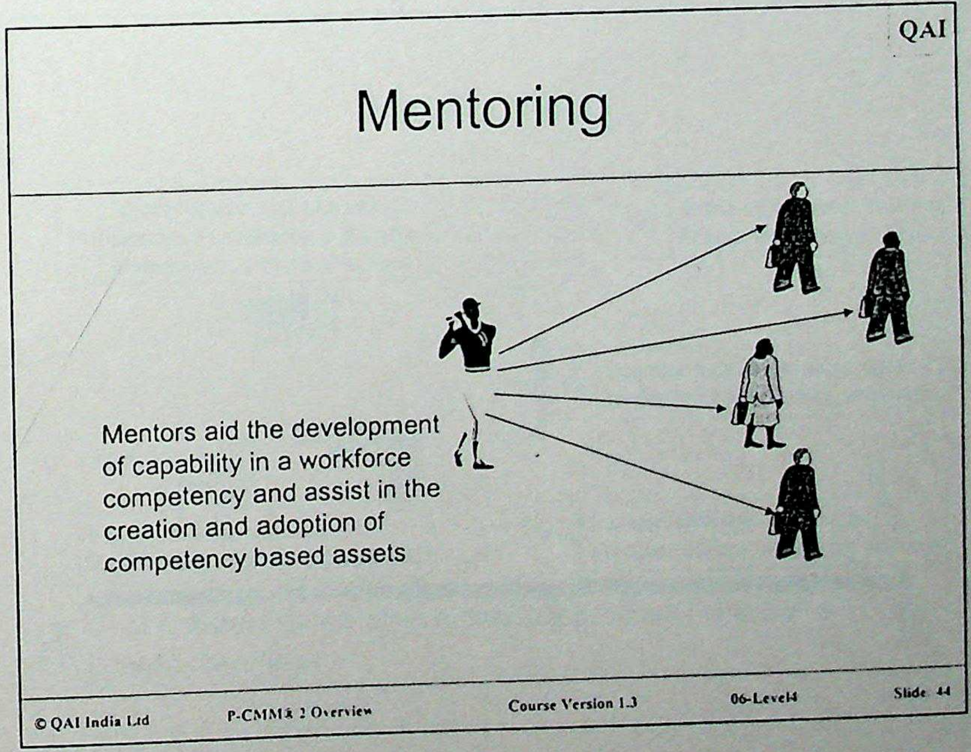
Mentoring

- The purpose of Mentoring is to transfer lessons of greater experience in a workforce competency to improve the capability of other individuals or workgroups.
  - Competency based mentoring
  - Defined objectives
  - Selection and training
  - Structured relationship
  - Participation in performance management



Mentoring

Mentors aid the development of capability in a workforce competency and assist in the creation and adoption of competency based assets

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Mentoring

- Establish, maintain mentoring programs to achieve defined objectives
- Have mentors provide guidance and support to individuals, workgroups
- Institutionalize a Defined Process for Mentoring Practices

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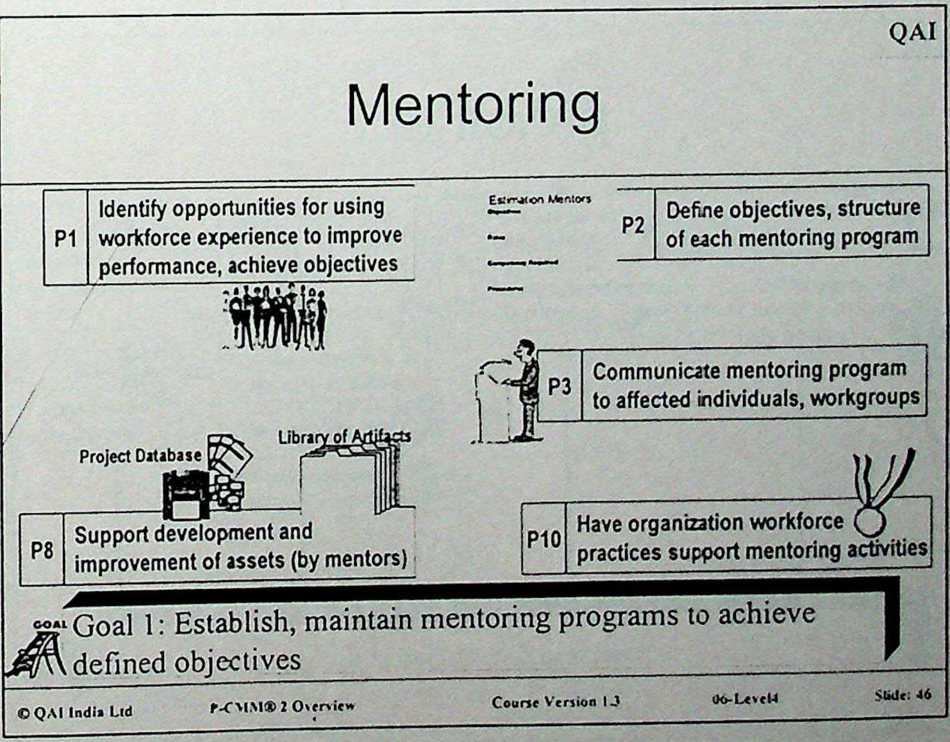

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Mentoring

P1 Identify opportunities for using workforce experience to improve performance, achieve objectives

P2 Define objectives, structure of each mentoring program

P3 Communicate mentoring program to affected individuals, workgroups

P8 Support development and improvement of assets (by mentors)

P10 Have organization workforce practices support mentoring activities

Goal 1: Establish, maintain mentoring programs to achieve defined objectives

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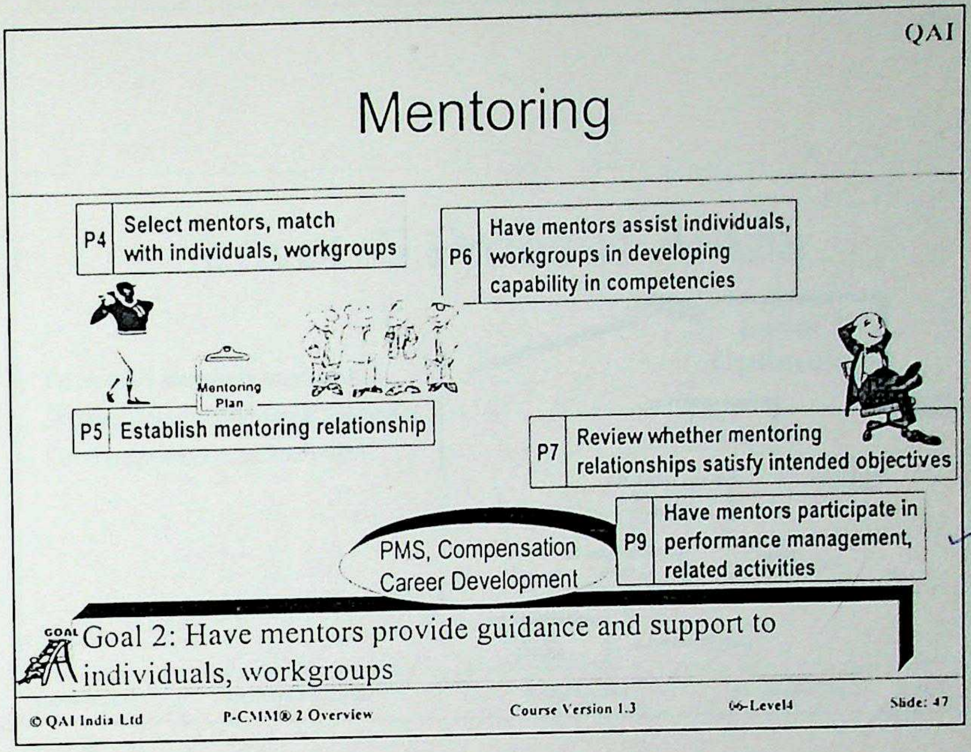

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Mentoring

P4 Select mentors, match with individuals, workgroups

P6 Have mentors assist individuals, workgroups in developing capability in competencies

Mentoring Plan

P5 Establish mentoring relationship

P7 Review whether mentoring relationships satisfy intended objectives

PMS, Compensation Career Development

P9 Have mentors participate in performance management, related activities

GOAL Goal 2: Have mentors provide guidance and support to individuals, workgroups

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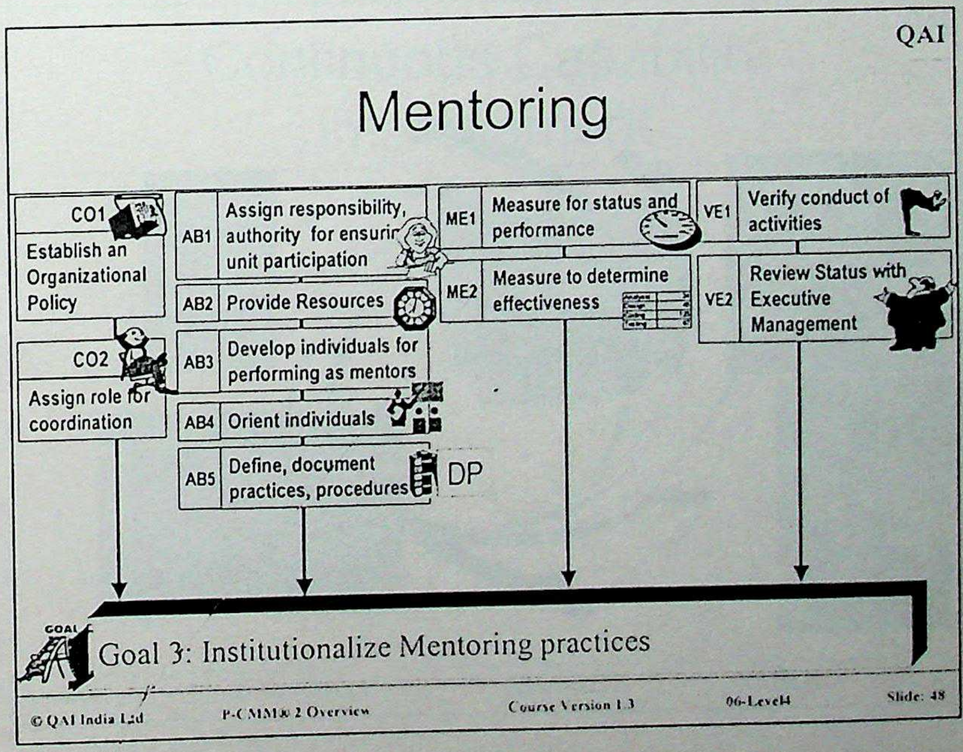

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Mentoring

CO1 Establish an Organizational Policy

CO2 Assign role for coordination

AB1 Assign responsibility, authority for ensuring unit participation

AB2 Provide Resources

AB3 Develop individuals for performing as mentors

AB4 Orient individuals

AB5 Define, document practices, procedures

DP

ME1 Measure for status and performance

ME2 Measure to determine effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

GOAL Goal 3: Institutionalize Mentoring practices

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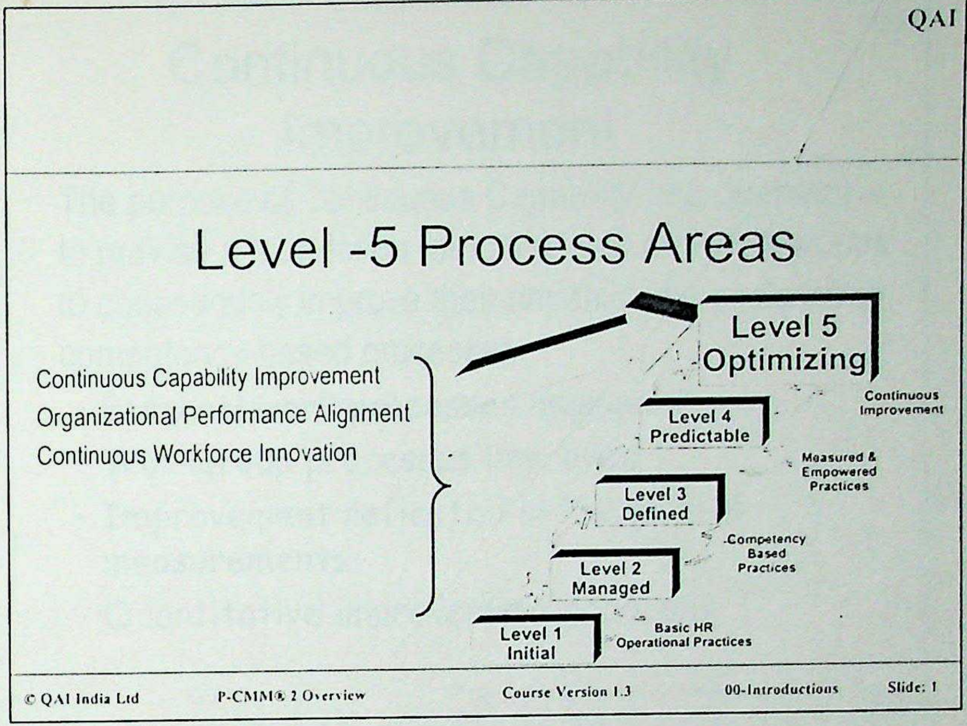

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Level -5 Process Areas

Continuous Capability Improvement
Organizational Performance Alignment
Continuous Workforce Innovation

Level 5
Optimizing
Continuous Improvement
Level 4
Predictable
Measured & Empowered Practices
Level 3
Defined
Competency Based Practices
Level 2
Managed
Basic HR Operational Practices
Level 1
Initial

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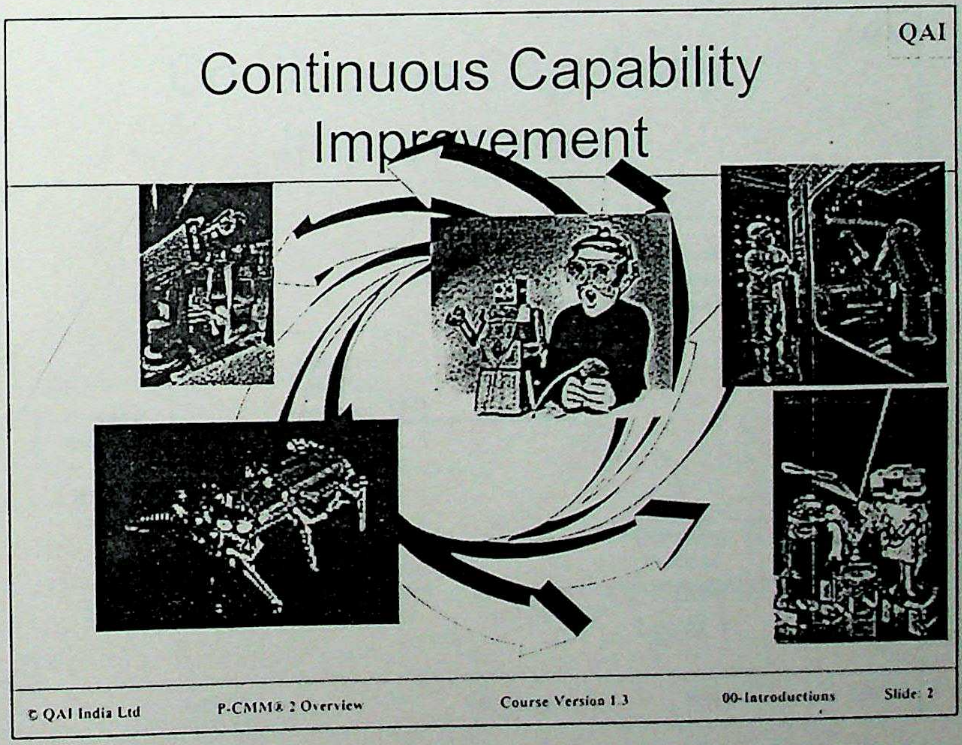

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Continuous Capability Improvement

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Continuous Capability Improvement

- The purpose of Continuous Capability Improvement is to provide a foundation for individuals and workgroups to continuously improve their capability for performing competency-based processes.
  - Personal work processes improved
  - Workgroup processes improved
  - Improvement reflected in the level-4 measurements
  - Quantitative improvement goals set

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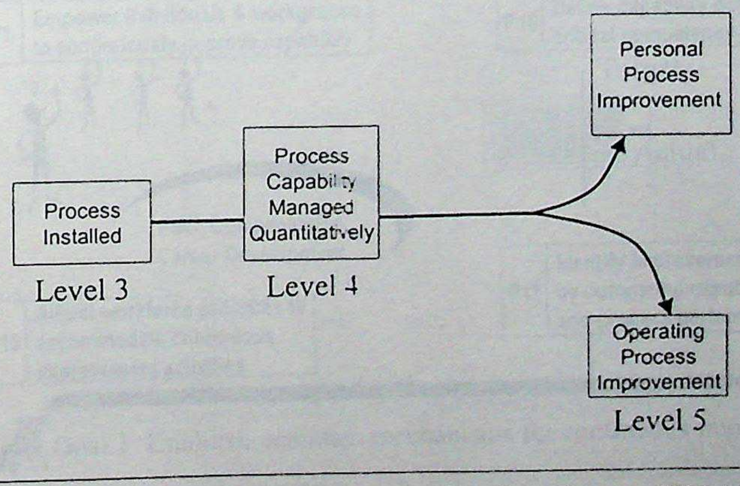
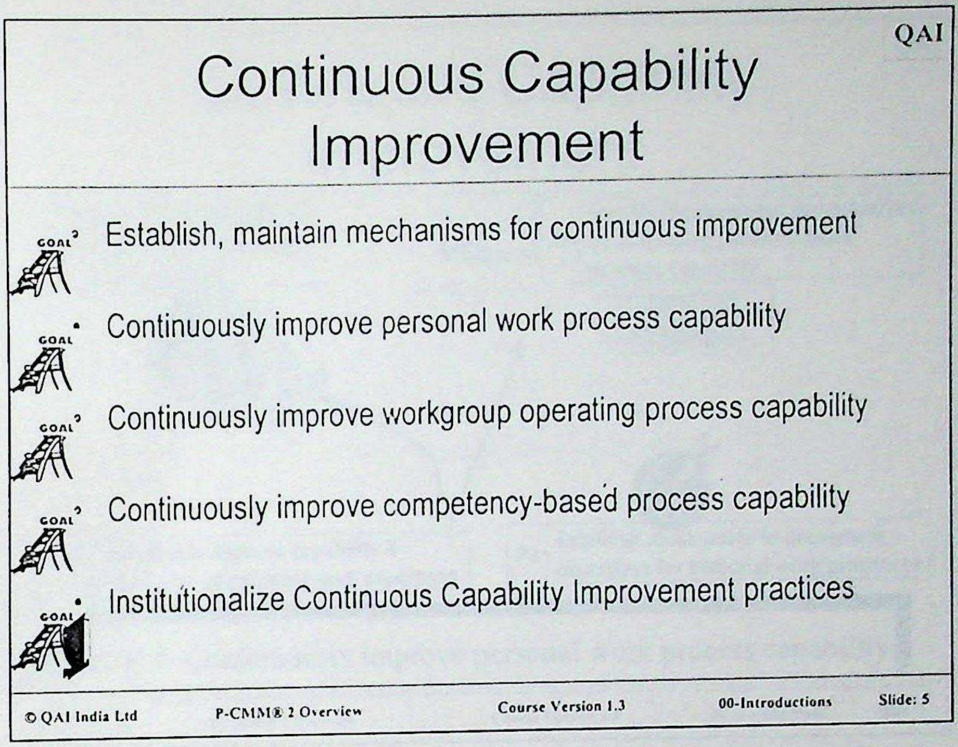
Continuous Capability Improvement


Process Installed
Level 3
Process Capability Managed Quantitatively
Level 4
Personal Process Improvement
Operating Process Improvement
Level 5



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Continuous Capability Improvement

- Establish, maintain mechanisms for continuous improvement
- Continuously improve personal work process capability
- Continuously improve workgroup operating process capability
- Continuously improve competency-based process capability
- Institutionalize Continuous Capability Improvement practices

GOAL
GOAL
GOAL
GOAL
GOAL

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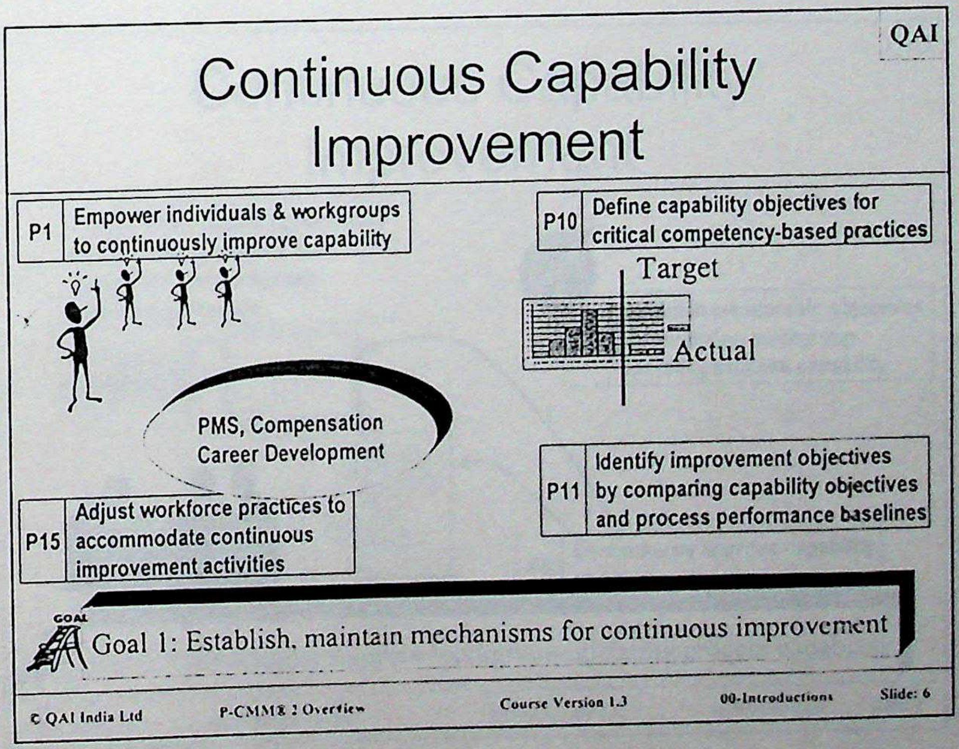

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Continuous Capability Improvement

P1 Empower individuals & workgroups to continuously improve capability

P10 Define capability objectives for critical competency-based practices

Target

Actual

PMS, Compensation Career Development

P11 Identify improvement objectives by comparing capability objectives and process performance baselines

P15 Adjust workforce practices to accommodate continuous improvement activities

Goal 1: Establish, maintain mechanisms for continuous improvement

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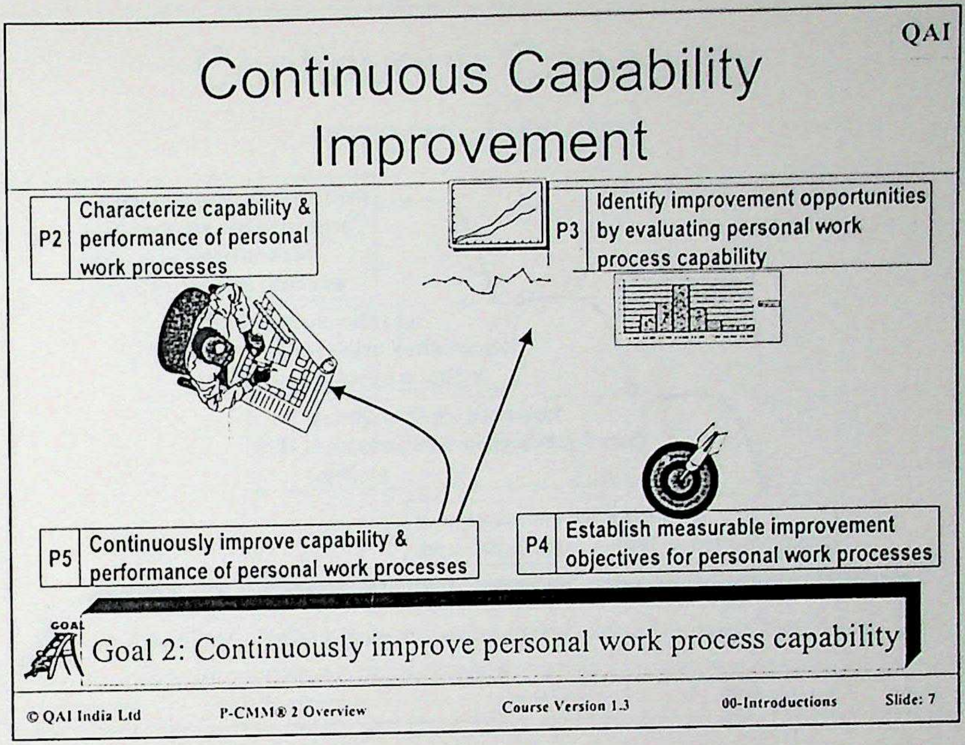

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Continuous Capability Improvement

P2 Characterize capability & performance of personal work processes

P3 Identify improvement opportunities by evaluating personal work process capability

P5 Continuously improve capability & performance of personal work processes

P4 Establish measurable improvement objectives for personal work processes

GOAL Goal 2: Continuously improve personal work process capability

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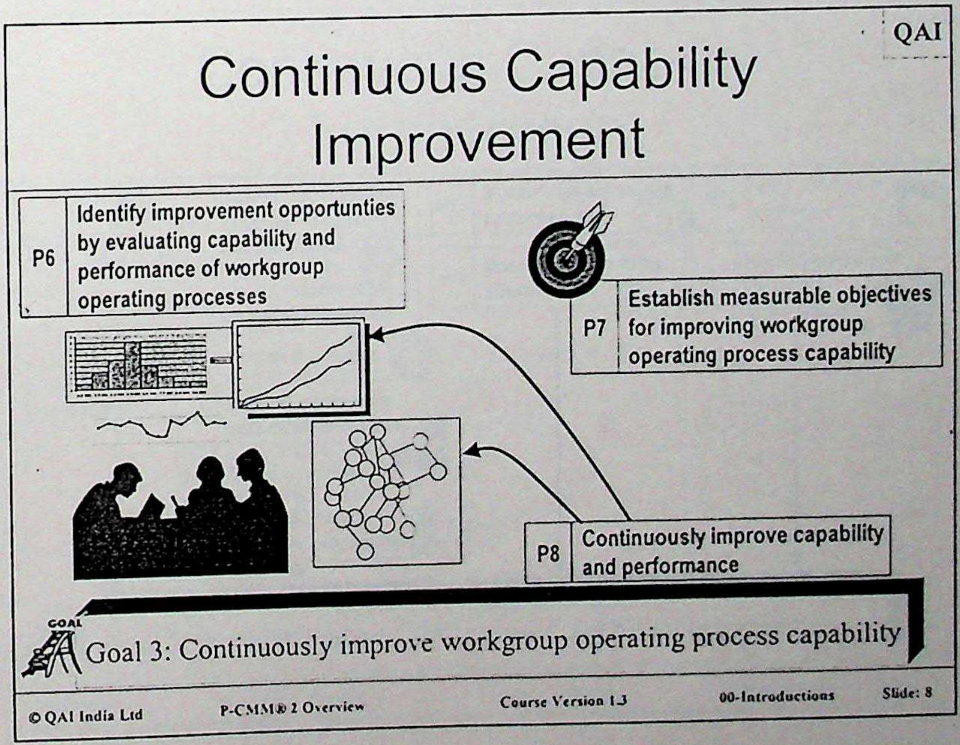

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Continuous Capability Improvement

P6 Identify improvement opportunties by evaluating capability and performance of workgroup operating processes

P7 Establish measurable objectives for improving workgroup operating process capability

P8 Continuously improve capability and performance

GOAL Goal 3: Continuously improve workgroup operating process capability

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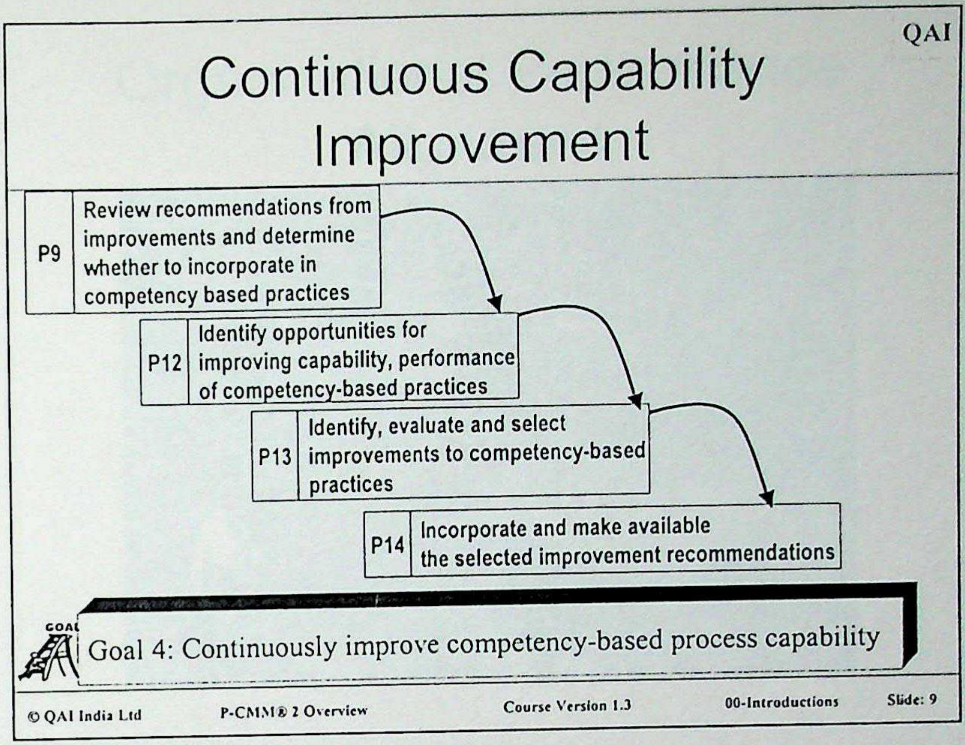

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Continuous Capability Improvement

P9 Review recommendations from improvements and determine whether to incorporate in competency based practices

P12 Identify opportunities for improving capability, performance of competency-based practices

P13 Identify, evaluate and select improvements to competency-based practices

P14 Incorporate and make available the selected improvement recommendations

Goal 4: Continuously improve competency-based process capability

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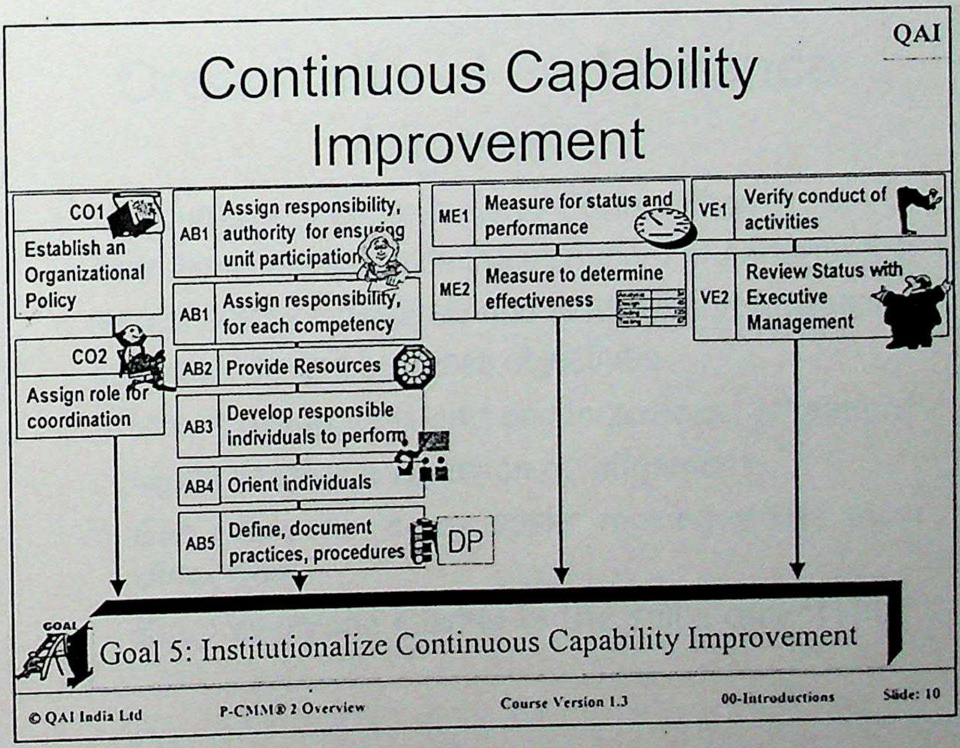

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Continuous Capability Improvement

CO1 Establish an Organizational Policy

CO2 Assign role for coordination

AB1 Assign responsibility, authority for ensuring unit participation

AB1 Assign responsibility, for each competency

AB2 Provide Resources

AB3 Develop responsible individuals to perform

AB4 Orient individuals

AB5 Define, document practices, procedures

ME1 Measure for status and performance

ME2 Measure to determine effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

Goal 5: Institutionalize Continuous Capability Improvement

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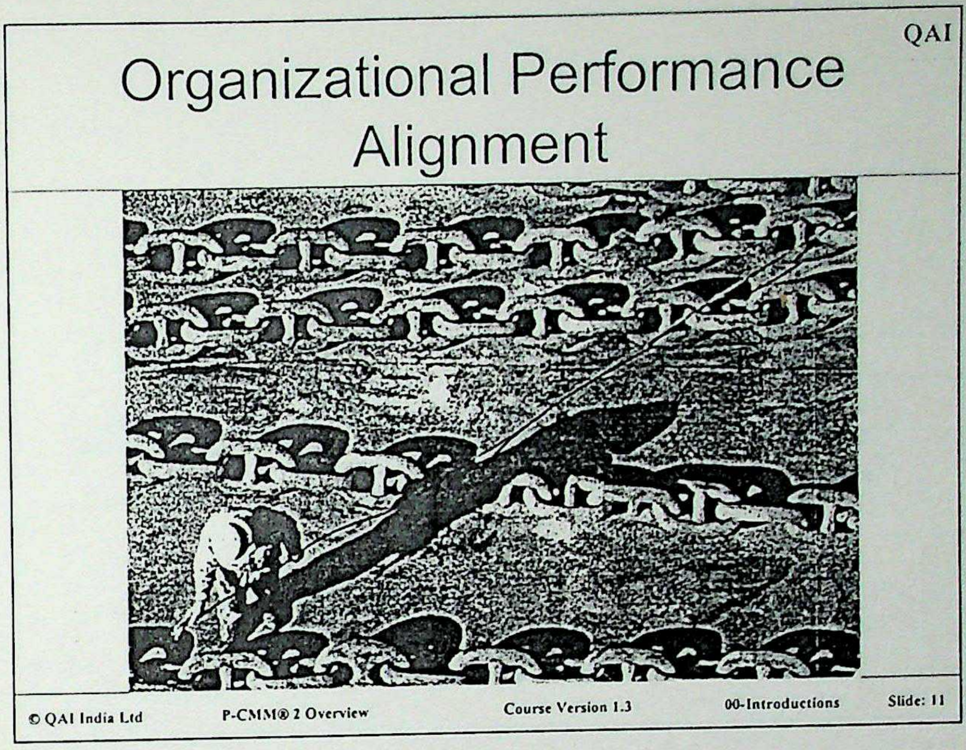

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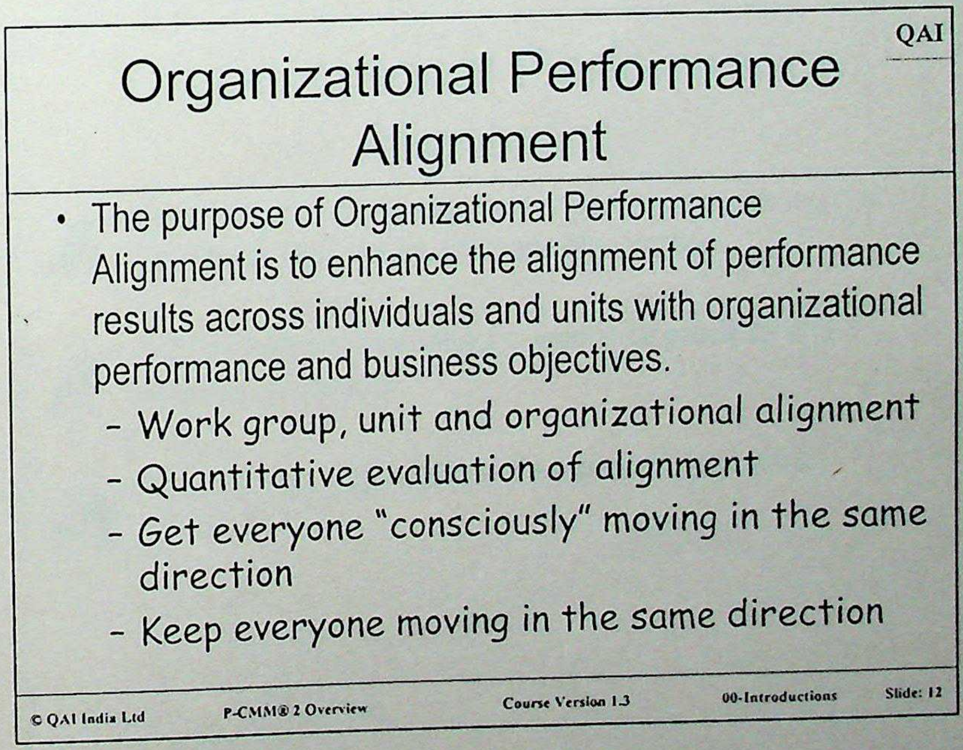
Organizational Performance Alignment



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Organizational Performance Alignment

- The purpose of Organizational Performance Alignment is to enhance the alignment of performance results across individuals and units with organizational performance and business objectives.
  - Work group, unit and organizational alignment
  - Quantitative evaluation of alignment
  - Get everyone "consciously" moving in the same direction
  - Keep everyone moving in the same direction

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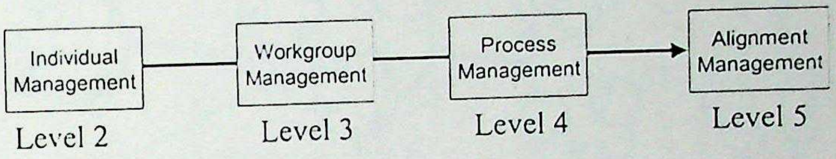
Organizational Performance Alignment



Individual Management → Workgroup Management → Process Management → Alignment Management

Level 2 Level 3 Level 4 Level 5

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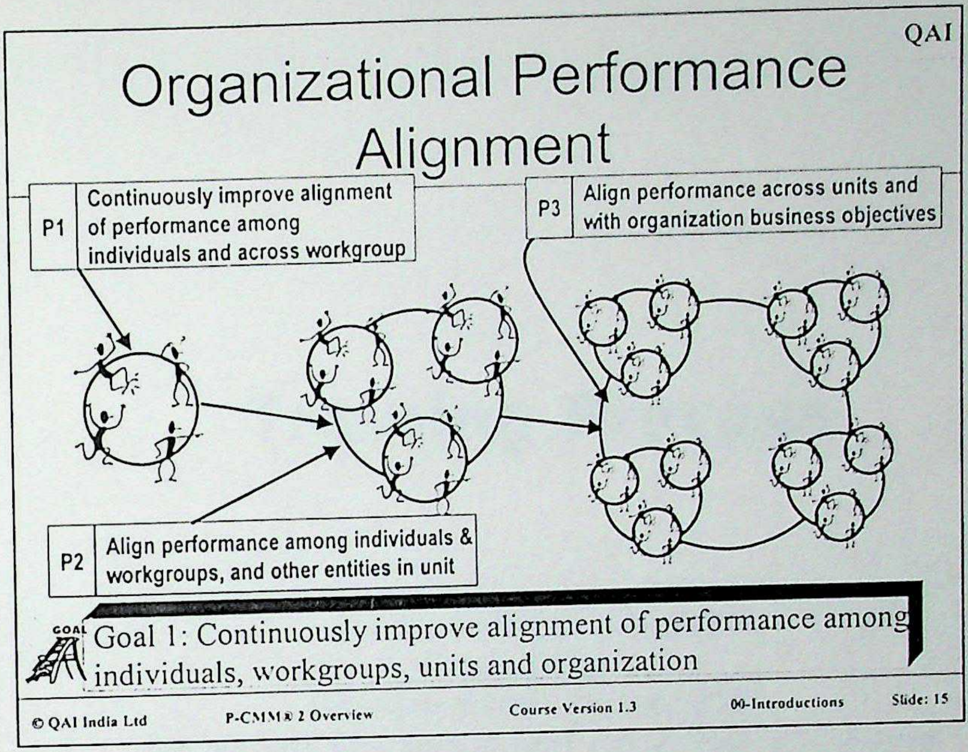
Organizational Performance Alignment

- GOAL¹ Continuously improve alignment of performance among individuals, workgroups, units and organization
- GOAL² Continuously improve impact of workforce practices and activities on aligning
- GOAL³ Institutionalize Organizational Performance Alignment practices



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Organizational Performance Alignment

P1 Continuously improve alignment of performance among individuals and across workgroup

P3 Align performance across units and with organization business objectives

P2 Align performance among individuals & workgroups, and other entities in unit

GOAL Goal 1: Continuously improve alignment of performance among individuals, workgroups, units and organization

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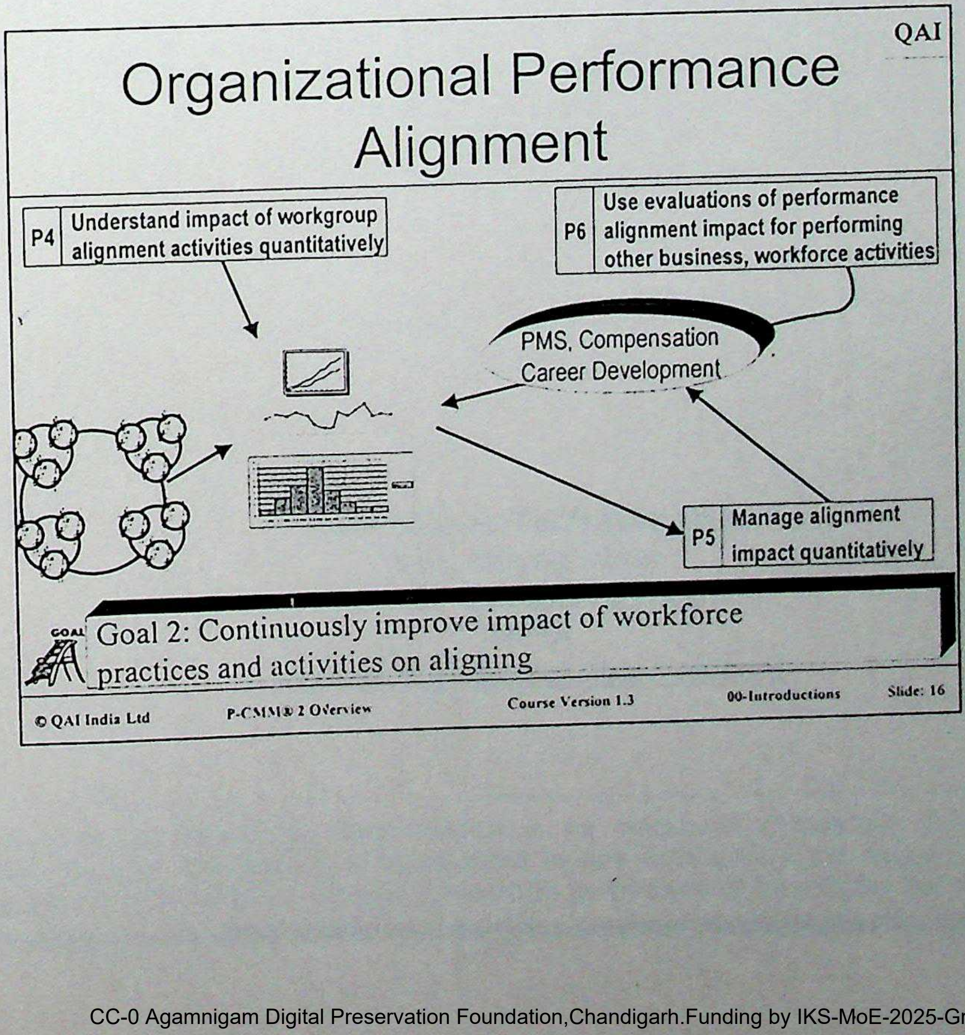

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Organizational Performance Alignment

P4 Understand impact of workgroup alignment activities quantitatively

P6 Use evaluations of performance alignment impact for performing other business, workforce activities

PMS, Compensation
Career Development

P5 Manage alignment impact quantitatively

GOAL Goal 2: Continuously improve impact of workforce practices and activities on aligning

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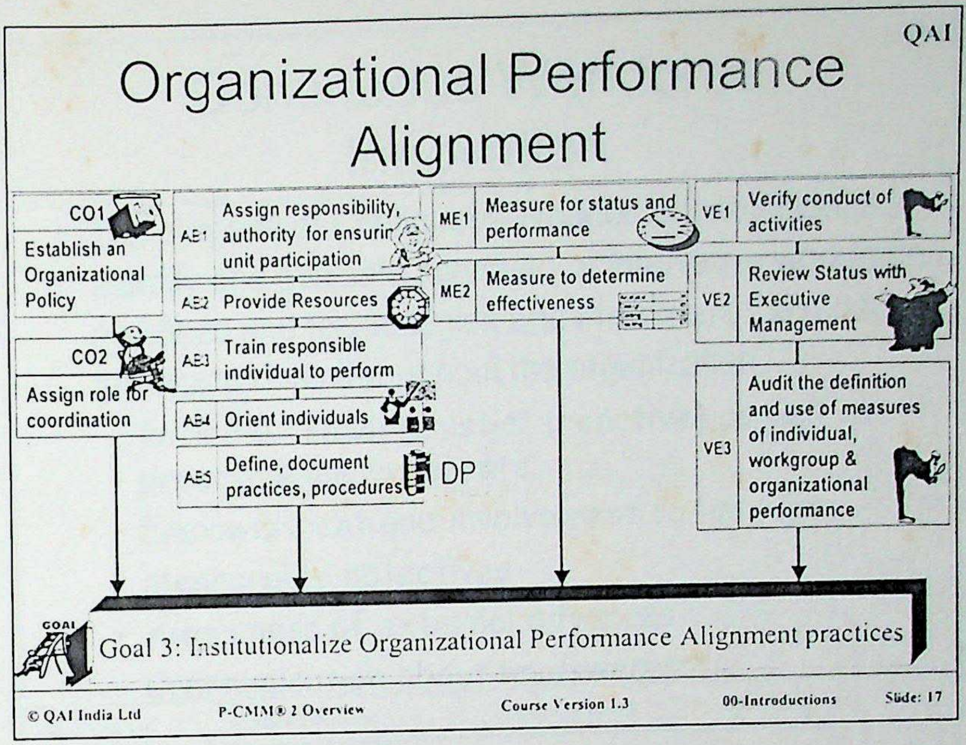

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Organizational Performance Alignment

CO1 Establish an Organizational Policy

CO2 Assign role for coordination

AE1 Assign responsibility, authority for ensurin unit participation

AE2 Provide Resources

AE3 Train responsible individual to perform

AE4 Orient individuals

AE5 Define, document practices, procedures

DP

ME1 Measure for status and performance

ME2 Measure to determine effectiveness

VE1 Verify conduct of activities

VE2 Review Status with Executive Management

VE3 Audit the definition and use of measures of individual, workgroup & organizational performance

Goal 3: Institutionalize Organizational Performance Alignment practices

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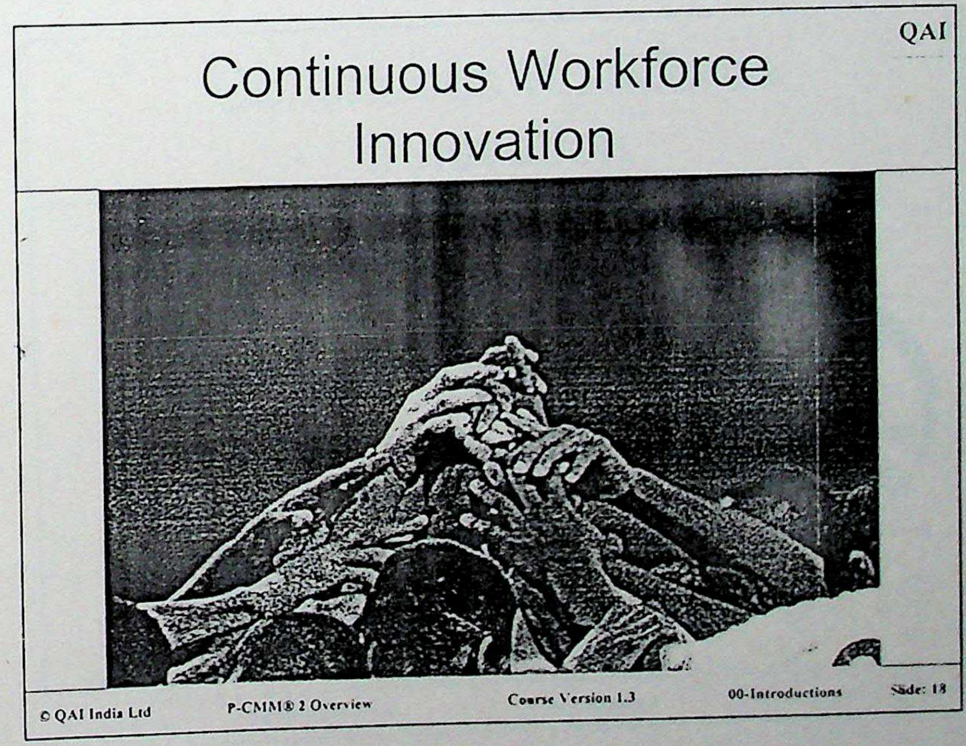

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Continuous Workforce Innovation

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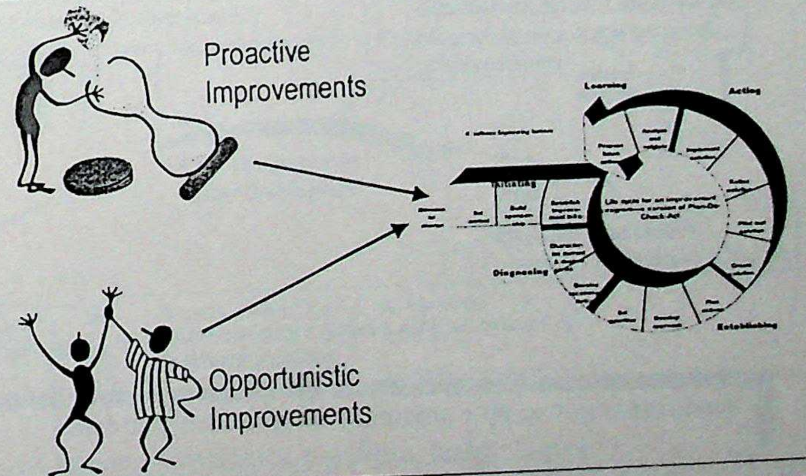
Continuous Workforce Innovation

- The purpose of Continuous Workforce Innovation is to identify and evaluate improved or innovative workforce practices and technologies and implement the most promising ones throughout the organization.
  - Includes "opportunistic" (reactive) as well as proactive improvements
  - Empowerment and involvement to improve
  - Measurable objectives
  - Awareness of external advances
  - Communication about improvements

Continuous Workforce Innovation


Proactive Improvements
Learning
Acting
Initiating
Diagnosing
Establishing
Opportunistic Improvements

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Continuous Workforce Innovation

- Establish, maintain mechanisms supporting continuous improvement of workforce practices, technologies
- Identify, evaluate innovative, improved workforce practices and technologies
- Deploy innovative, improved workforce practices and technologies
- Institutionalize Continuous Workforce Innovation practices

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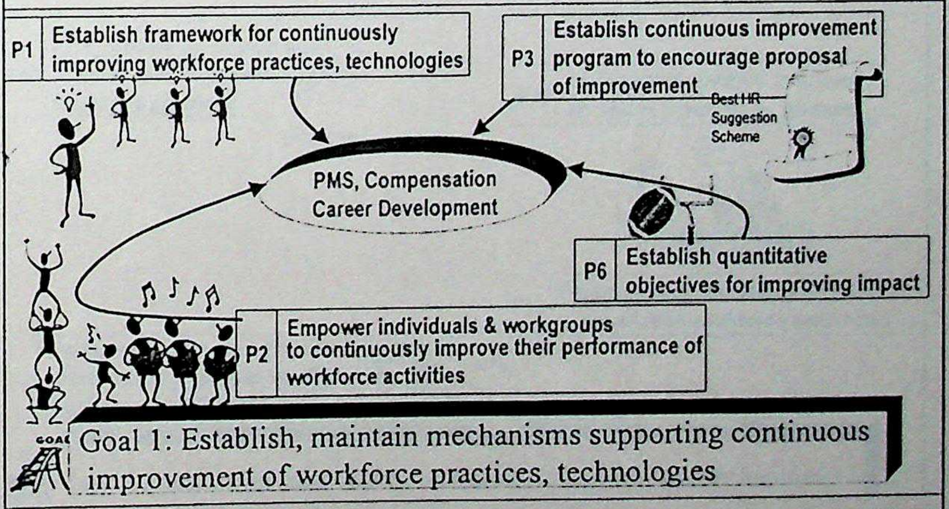
Continuous Workforce Innovation



P1 Establish framework for continuously improving workforce practices, technologies

P3 Establish continuous improvement program to encourage proposal of improvement

PMS, Compensation Career Development

P6 Establish quantitative objectives for improving impact

P2 Empower individuals & workgroups to continuously improve their performance of workforce activities

Goal 1: Establish, maintain mechanisms supporting continuous improvement of workforce practices, technologies

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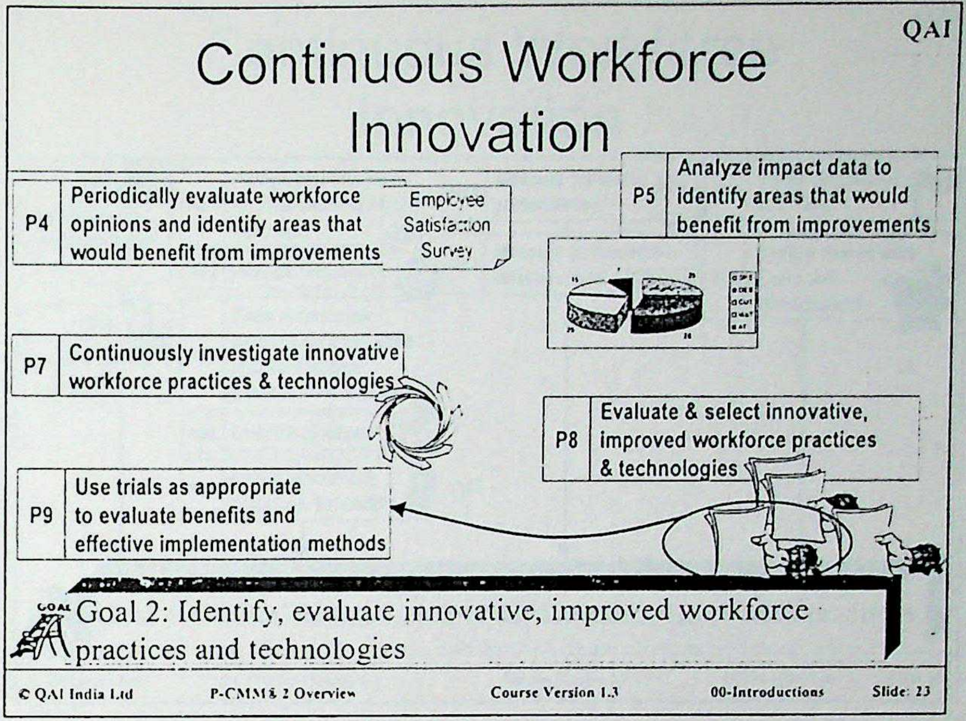

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Continuous Workforce Innovation

P4 Periodically evaluate workforce opinions and identify areas that would benefit from improvements

Employee
Satisfaction
Survey

P5 Analyze impact data to identify areas that would benefit from improvements

P7 Continuously investigate innovative workforce practices & technologies

P8 Evaluate & select innovative, improved workforce practices & technologies

P9 Use trials as appropriate to evaluate benefits and effective implementation methods

Goal 2: Identify, evaluate innovative, improved workforce practices and technologies

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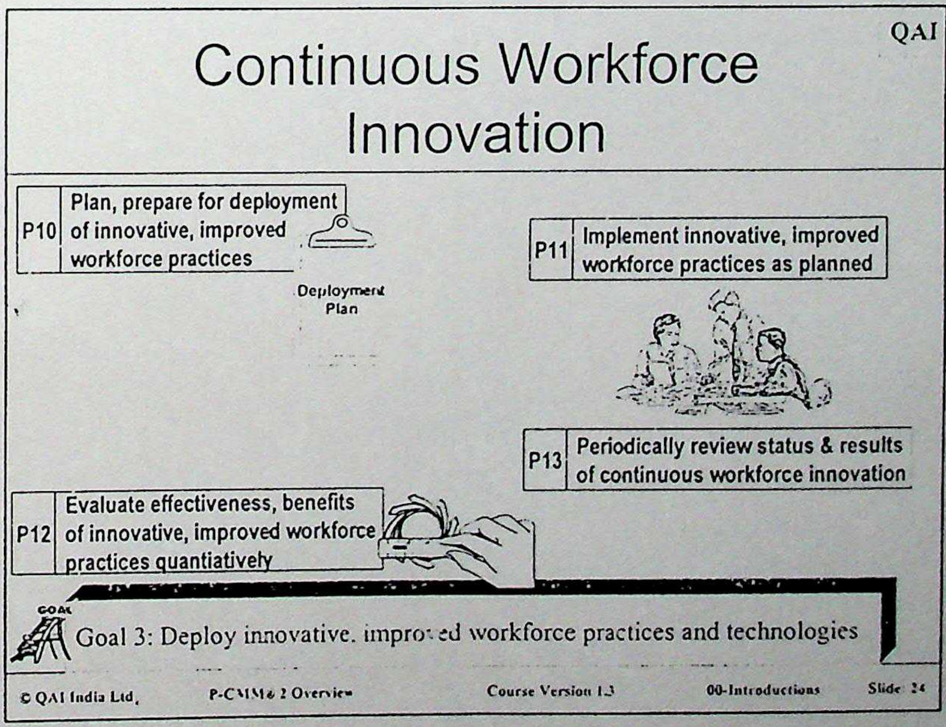

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Continuous Workforce Innovation

P10 Plan, prepare for deployment of innovative, improved workforce practices

Deployment
Plan

P11 Implement innovative, improved workforce practices as planned

P13 Periodically review status & results of continuous workforce innovation

P12 Evaluate effectiveness, benefits of innovative, improved workforce practices quantiatively

Goal 3: Deploy innovative, improved workforce practices and technologies

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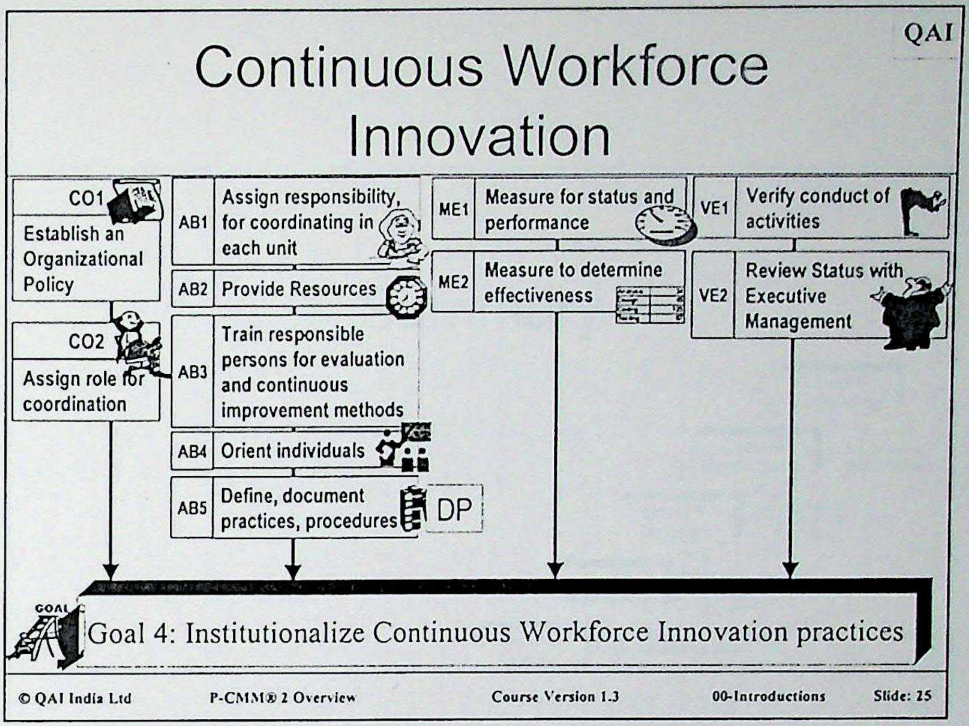

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Continuous Workforce Innovation

- CO1 Establish an Organizational Policy
- CO2 Assign role for coordination
- AB1 Assign responsibility, for coordinating in each unit
- AB2 Provide Resources
- AB3 Train responsible persons for evaluation and continuous improvement methods
- AB4 Orient individuals
- AB5 Define, document practices, procedures
- ME1 Measure for status and performance
- ME2 Measure to determine effectiveness
- VE1 Verify conduct of activities
- VE2 Review Status with Executive Management

Goal 4: Institutionalize Continuous Workforce Innovation practices

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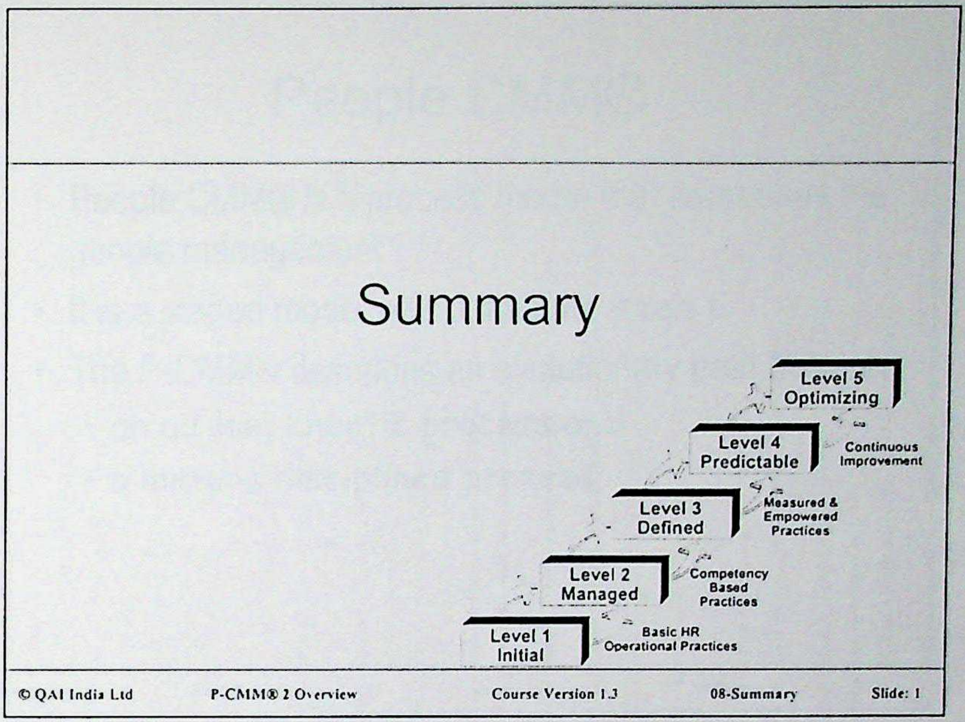

Summary

Level 5
Optimizing

Continuous
Improvement

Level 4
Predictable

Measured &
Empowered
Practices

Level 3
Defined

Competency
Based
Practices

Level 2
Managed

Basic HR
Operational Practices

Level 1
Initial

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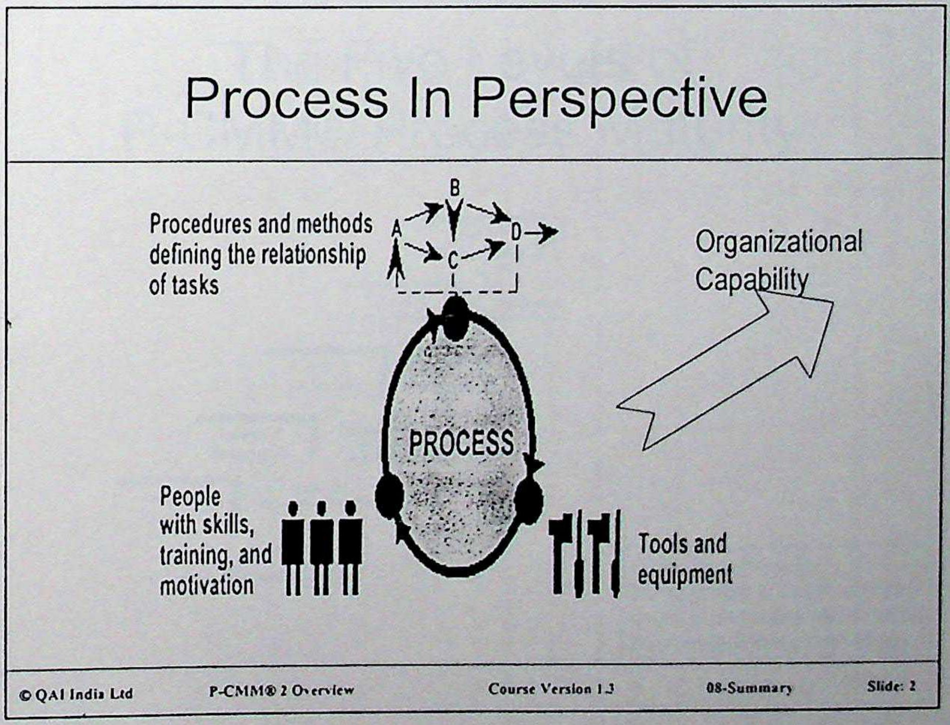

Process In Perspective

Procedures and methods
defining the relationship
of tasks

Organizational
Capability

People
with skills,
training, and
motivation

Tools and
equipment

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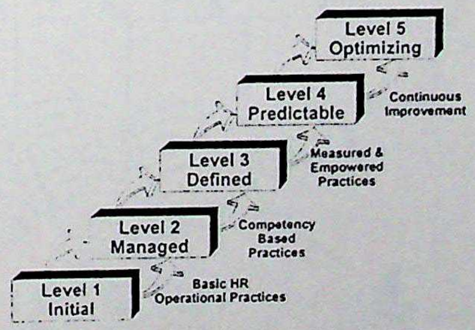
People CMM®

- People CMM® is a process model that addresses the people management
- It is a staged model with 5 maturity levels
- The P-CMM® describes an evolutionary path between
  - an ad-hoc chaotic process and
  - a mature disciplined process

The Five Levels of P-CMM® Process Maturity


Level 5
Optimizing
Continuous Improvement
Level 4
Predictable
Measured & Empowered Practices
Level 3
Defined
Competency Based Practices
Level 2
Managed
Basic HR Operational Practices
Level 1
Initial

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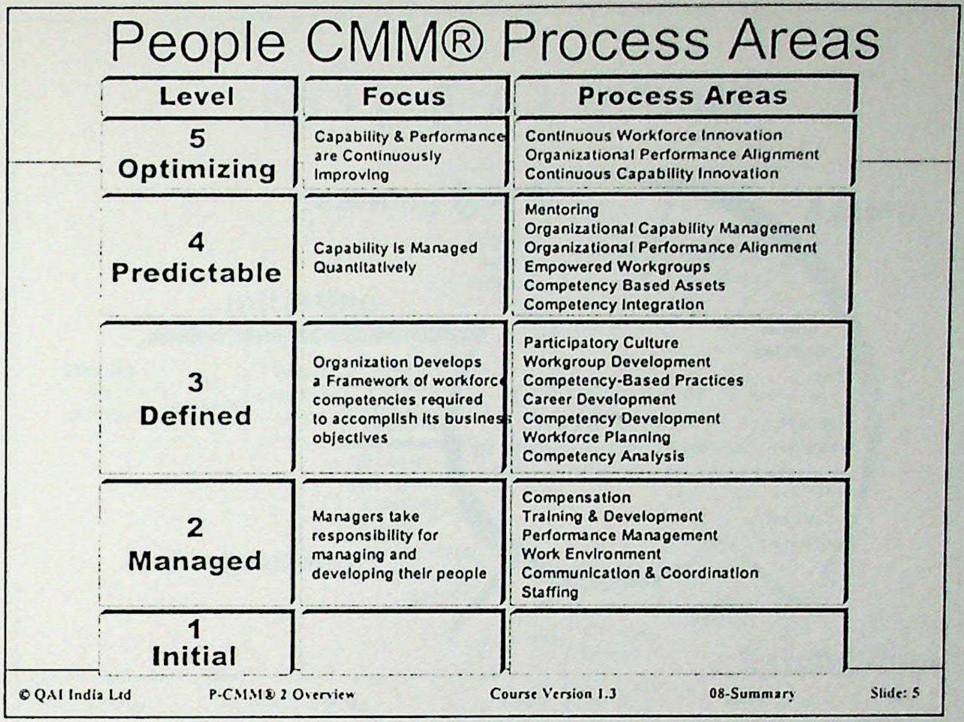
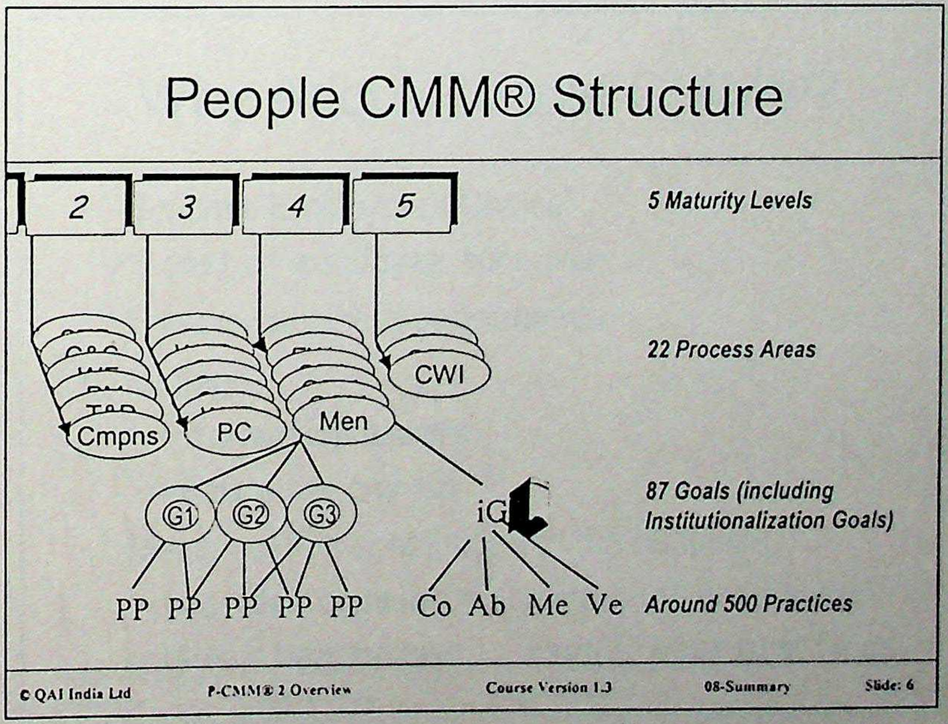
Continuous process improvement is based on many small, evolutionary steps rather than revolutionary innovations



People CMM® Process Areas

Level	Focus	Process Areas
5 Optimizing	Capability & Performance are Continuously Improving	Continuous Workforce Innovation Organizational Performance Alignment Continuous Capability Innovation
4 Predictable	Capability is Managed Quantitatively	Mentoring Organizational Capability Management Organizational Performance Alignment Empowered Workgroups Competency Based Assets Competency Integration
3 Defined	Organization Develops a Framework of workforce competencies required to accomplish its business objectives	Participatory Culture Workgroup Development Competency-Based Practices Career Development Competency Development Workforce Planning Competency Analysis
2 Managed	Managers take responsibility for managing and developing their people	Compensation Training & Development Performance Management Work Environment Communication & Coordination Staffing
1 Initial		



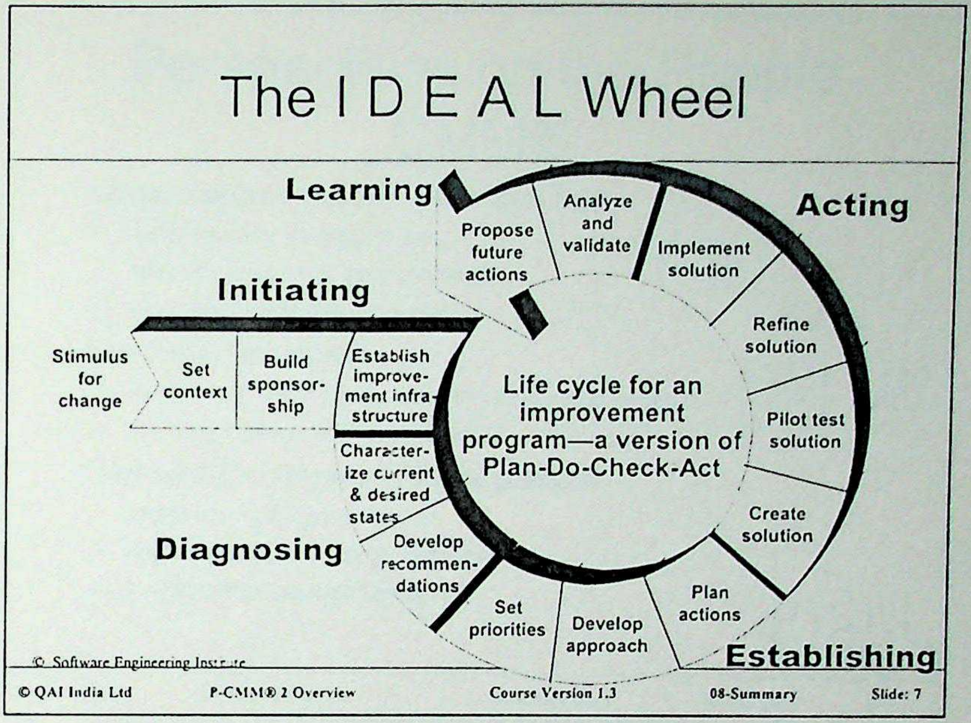
People CMM® Structure

5 Maturity Levels

22 Process Areas

87 Goals (including Institutionalization Goals)

Around 500 Practices



The I D E A L Wheel

Life cycle for an improvement program—a version of Plan-Do-Check-Act

Initiating
Stimulus for change
Set context
Build sponsorship
Establish improvement infrastructure

Diagnosing
Characterize current & desired states
Develop recommendations

Establishing
Set priorities
Develop approach
Plan actions

Acting
Create solution
Pilot test solution
Refine solution
Implement solution

Learning
Analyze and validate
Propose future actions

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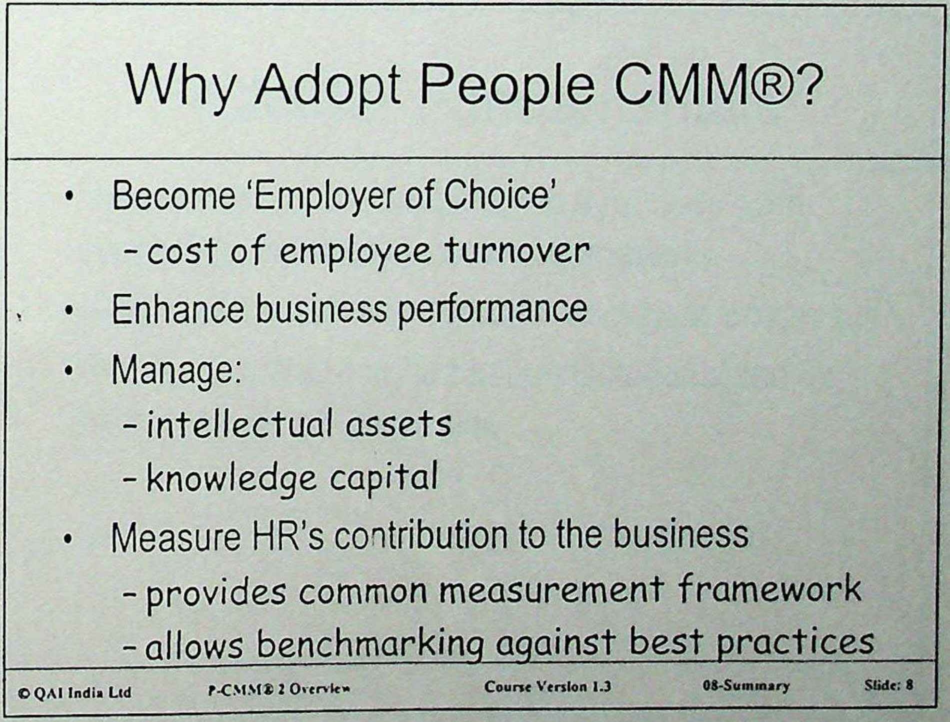

Why Adopt People CMM®?

- Become 'Employer of Choice'
  - cost of employee turnover
- Enhance business performance
- Manage:
  - intellectual assets
  - knowledge capital
- Measure HR's contribution to the business
  - provides common measurement framework
  - allows benchmarking against best practices

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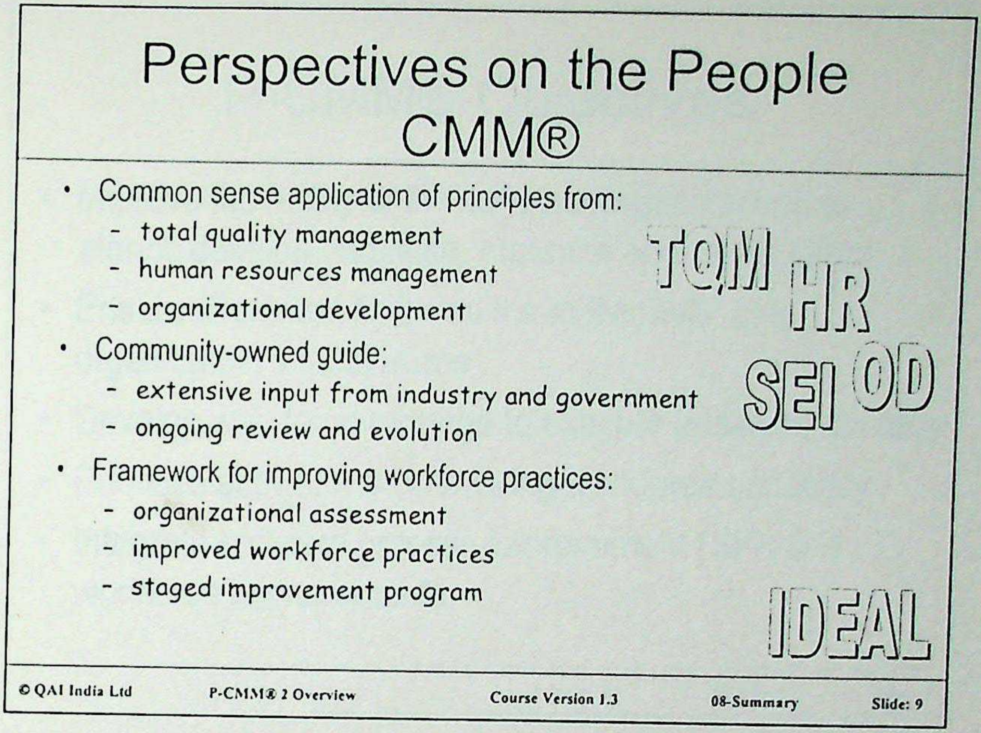

TQM
HR
SEI
OD
IDEAL

Perspectives on the People CMM®

- Common sense application of principles from:
  - total quality management
  - human resources management
  - organizational development
- Community-owned guide:
  - extensive input from industry and government
  - ongoing review and evolution
- Framework for improving workforce practices:
  - organizational assessment
  - improved workforce practices
  - staged improvement program

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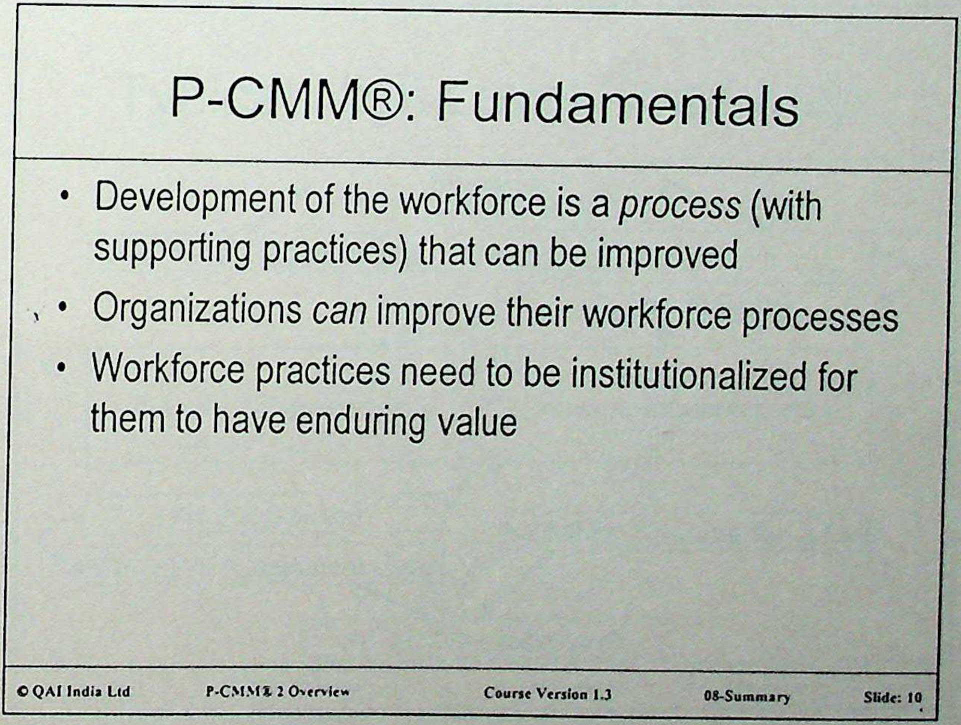

P-CMM®: Fundamentals

- Development of the workforce is a *process* (with supporting practices) that can be improved
- Organizations *can* improve their workforce processes
- Workforce practices need to be institutionalized for them to have enduring value

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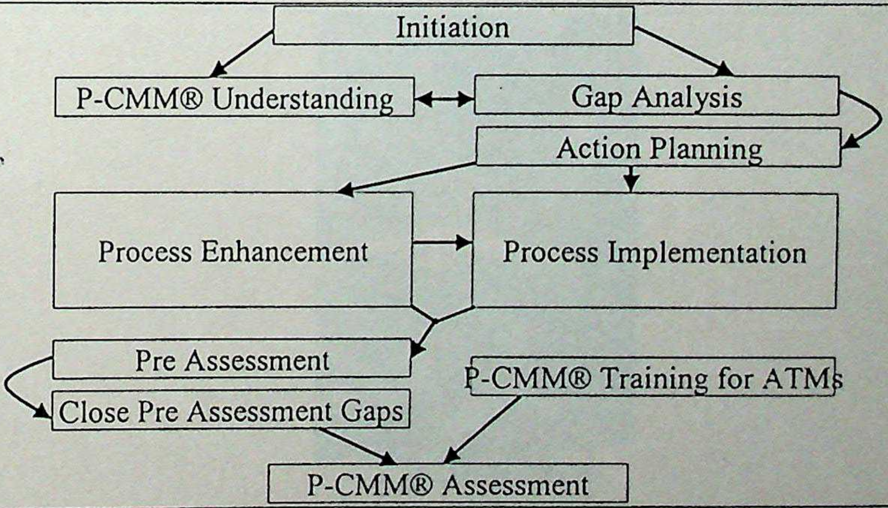
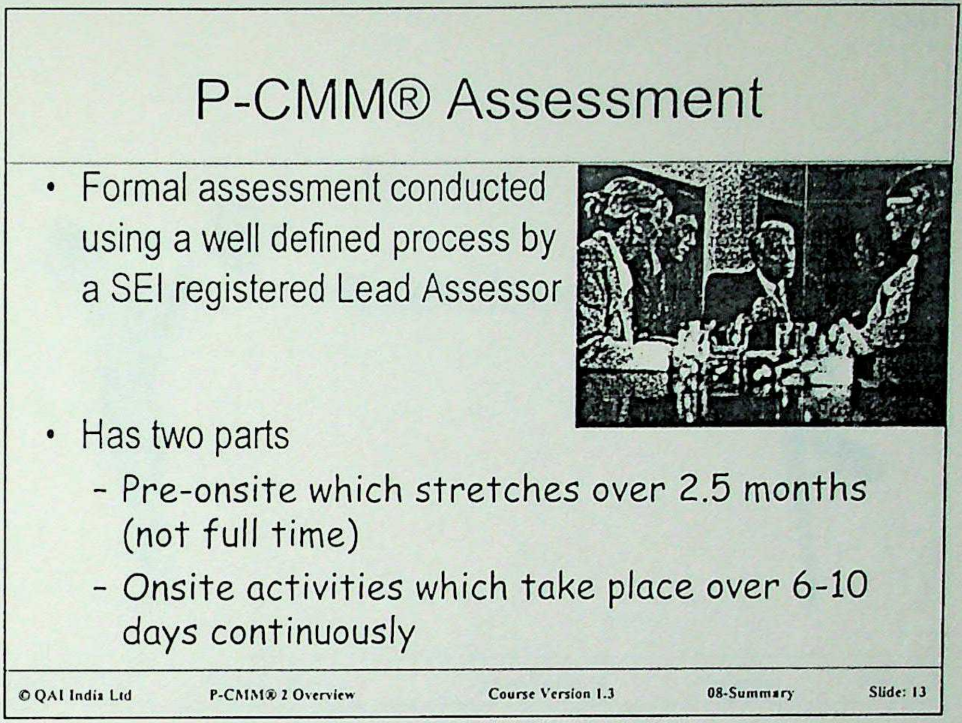
P-CMM® Objectives

- Improve the ability of the software organizations to attract, develop, motivate, organize and retain talent
- Ensure alignment between the individuals' and organization's motivations
- Develop workforce required to execute business strategy
- Prioritize activities for improving workforce capability
- Integrate software process improvement (SPI) and workforce improvements

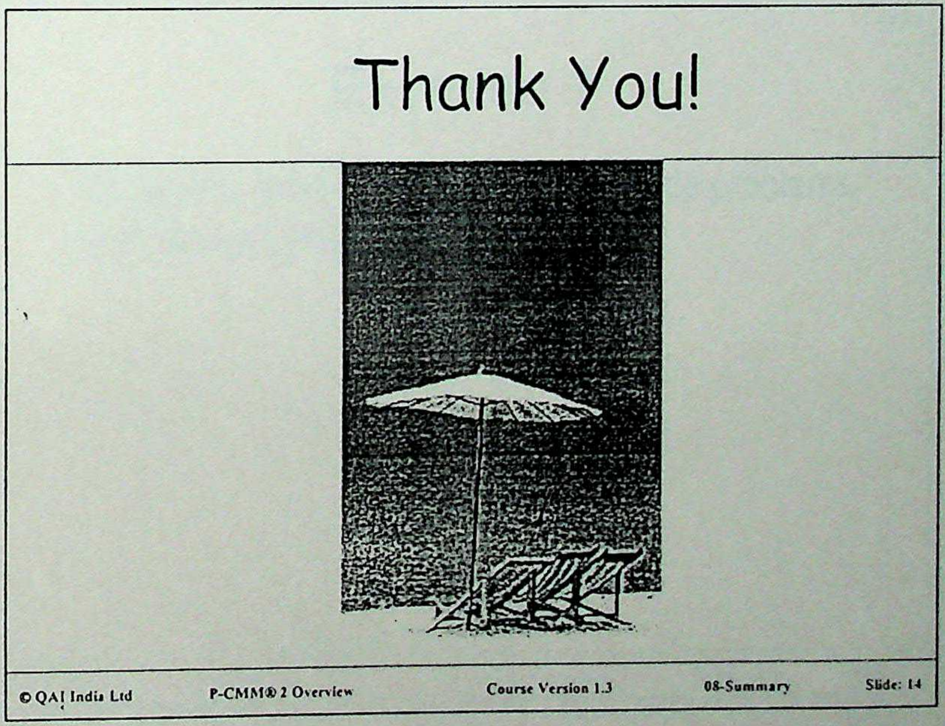
Typical High Level Road Map


Initiation
P-CMM® Understanding
Gap Analysis
Action Planning
Process Enhancement
Process Implementation
Pre Assessment
Close Pre Assessment Gaps
P-CMM® Training for ATMs
P-CMM® Assessment



P-CMM® Assessment

- Formal assessment conducted using a well defined process by a SEI registered Lead Assessor
- Has two parts
  - Pre-onsite which stretches over 2.5 months (not full time)
  - Onsite activities which take place over 6-10 days continuously



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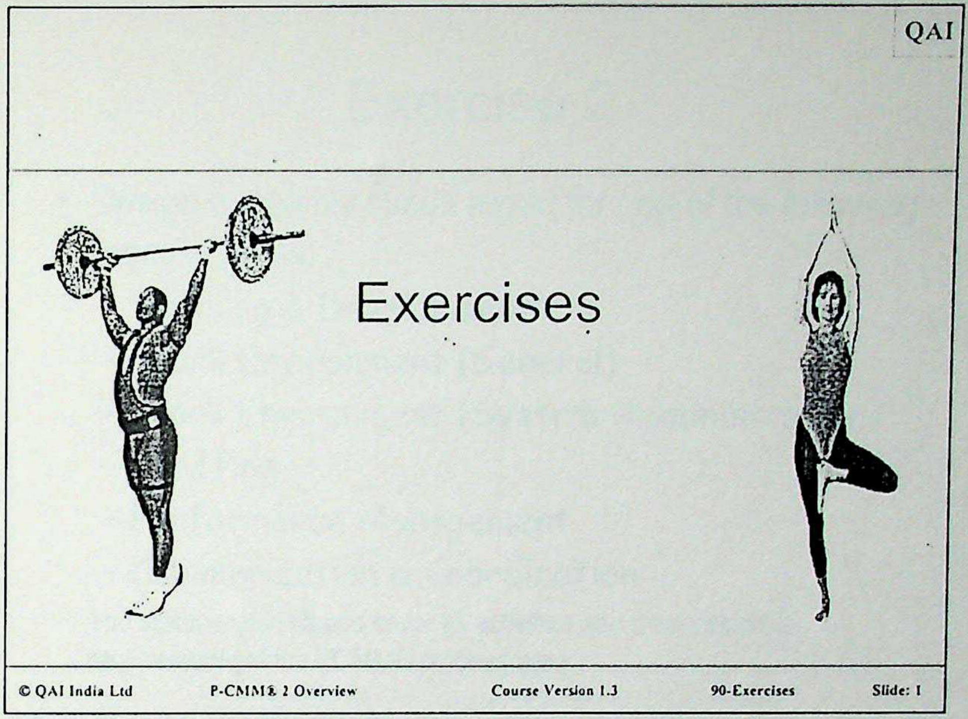

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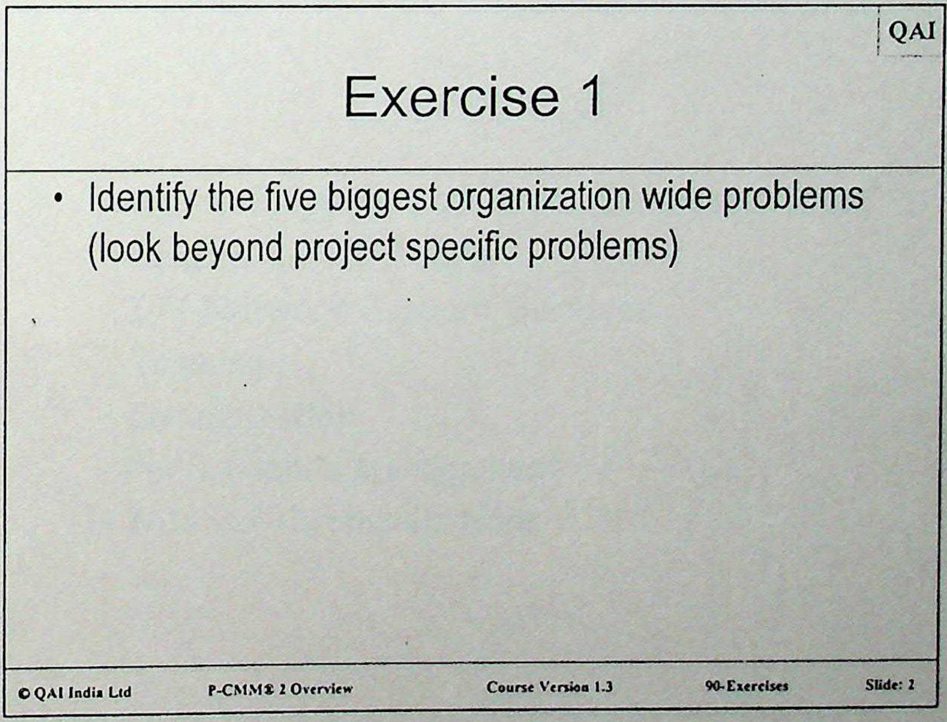
Exercises



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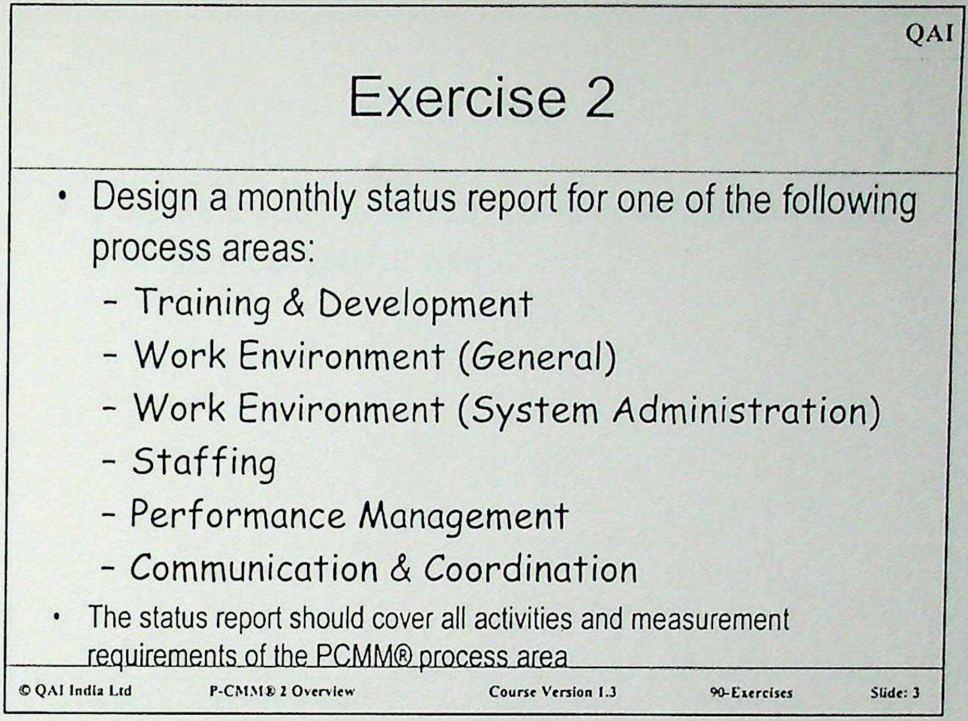
Exercise 1

- Identify the five biggest organization wide problems (look beyond project specific problems)



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Exercise 2

- Design a monthly status report for one of the following process areas:
  - Training & Development
  - Work Environment (General)
  - Work Environment (System Administration)
  - Staffing
  - Performance Management
  - Communication & Coordination
- The status report should cover all activities and measurement requirements of the PCMM® process area

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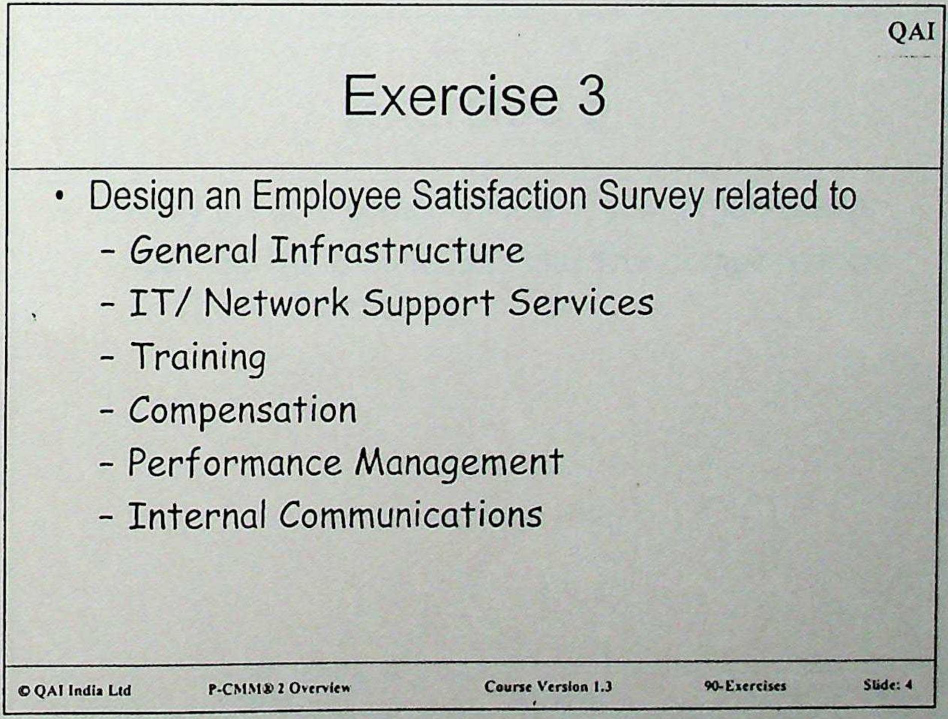

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Exercise 3

- Design an Employee Satisfaction Survey related to
  - General Infrastructure
  - IT/ Network Support Services
  - Training
  - Compensation
  - Performance Management
  - Internal Communications

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Exercise 4

- Prepare 2 Job Profiles for two role/ designations that you are most familiar with

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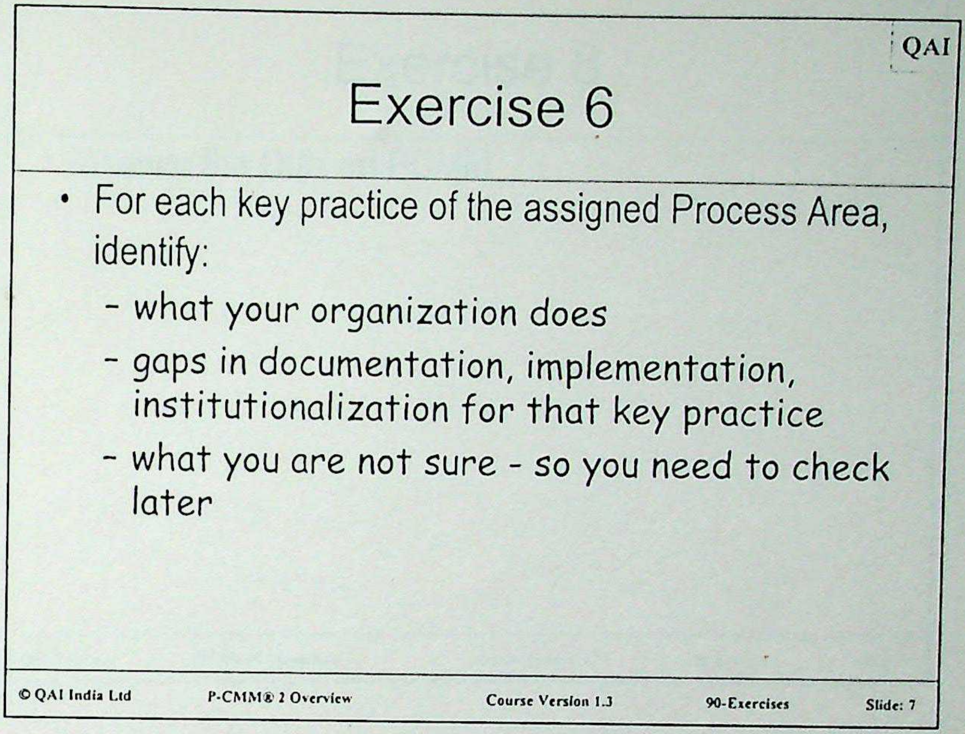
Exercise 5

- Identify the core competencies of your organization
  - Decide the dimensions and the competencies in those dimensions



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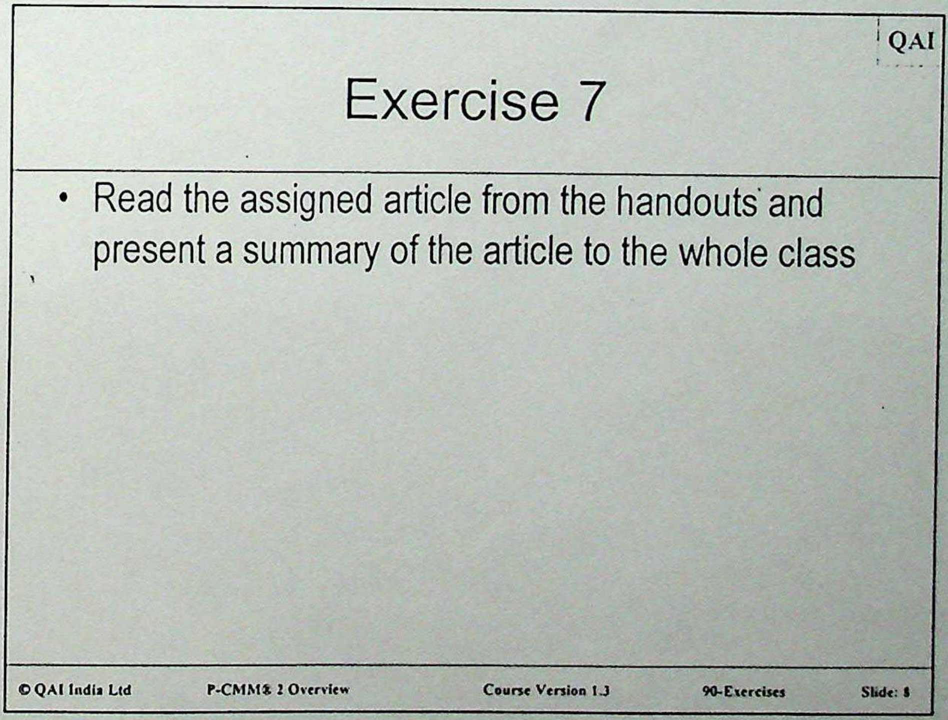
Exercise 6

- For each key practice of the assigned Process Area, identify:
  - what your organization does
  - gaps in documentation, implementation, institutionalization for that key practice
  - what you are not sure - so you need to check later



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Exercise 7

- Read the assigned article from the handouts and present a summary of the article to the whole class

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Exercise 8

- Answer the Quiz on PCMM

who we are

QAI INDIA LIMITED (QAI) was set up in 1994 to facilitate enhanced competitiveness amongst software and knowledge intensive organizations through multi-faceted interventions. By focusing on the triad of People, Process and Technology, QAI helps achieve breakthrough performance in organizations.

Working with organizations QAI facilitates competitive advantage by providing consulting, training, assessments, benchmarking, certification, conferences, e-learning and a corporate membership program.

It is this unique blend of services that makes QAI a service provider to knowledge intensive organizations. Customers subscribing to one service leverage QAI's experience, knowledge base, network and learning gathered from other services.

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